

FINANCIAL TIMES

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THURSDAY AUGUST 13 1998



Palestinian politics
Is Arafat doing enough
to prepare for statehood?
Page 10



Let there be light
Behind the Russian plan
to place mirrors in space
Technology, Page 8



Sweden
Welfare reform threatens
labour-government ties
Page 2

Network computing
The Ellison-McNealy
vision was right, but...
Page 11

WORLD NEWS

Kohl pushes tax reform to top of campaign agenda

Chancellor Helmut Kohl of Germany promised sweeping tax cuts would be the first act of his government if re-elected and accused Social Democratic opponents of "blackmail" by suggesting that reform could come only with a change of leadership. Page 12; Editorial Comment, Page 11

Russia strengthens CIS border
Russia said it was strengthening defences along the border of the Commonwealth of Independent States as Afghanistan's Taliban militia reported capturing more towns in the northern frontier area. More towns fall, Page 6

Serbia embraces peace plan
Serbia is said to have reacted positively to a peace plan for Kosovo proposed by the six-nation Contact Group but the ethnic Albanian leadership has largely been unable to give a coherent response because of a continued military offensive. Page 2

Jailed Nigerian opposition leader
Moise Abiola died last month of natural causes, according to Ontario's chief coroner James Young, who headed an international team of experts that investigated the death.

Ukraine amnesties amnesty
Ukrainian president Leonid Kuchma approved an amnesty on Wednesday for about 25,000 prisoners out of a prison population of 325,000.

Saudi king undergoes surgery
King Fahd of Saudi Arabia had his gall bladder and gall stones removed and was later reported to be in good health.

Algerian bomb kills seven
A bomb exploded on an Algerian passenger train, killing seven people and wounding 11. Middle campaign, Page 6

Italy faces new EU rebuff
The Italian government is bracing itself for a new rebuff from the European Union on controversial plans to open an airport at Mafalda, north of Milan. Page 2

Burma showdown looms
Burma's opposition leader Aung San Suu Kyi headed for a new confrontation with the military government by setting out on a road trip to visit supporters, similar to the one that led to a six-day stand-off with the authorities in July. Page 4

New Zealand government collapses
New Zealand's coalition government collapsed with the defection of four minority party ministers, raising the possibility of a general election within the next few weeks. Page 4

US spy rocket crashes
A Titan 4A rocket carrying a top-secret spy satellite exploded in a fireball of debris and smoke seconds after blast-off from Cape Canaveral.

Sporting victory for Iran's women
Iranian women are to be allowed to attend a men's wrestling competition for the first time in nearly 20 years.

High pound hits UK film industry
The strength of the pound is deterring Hollywood studios from shooting big-budget films in the UK, casting a cloud over the government's hopes of sustaining the revival in the industry. Page 7

BUSINESS NEWS

Virgin Group set for autumn return to capital markets

Virgin Group of the UK is expected to return to the capital markets this autumn to refinance debts and release capital for investment in new ventures. The fund raising will involve a high yield bond issue of up to £300m (\$455m). Page 13; Long Read, Page 17

CSU, UK insurance giant formed by the merger of Commercial Union and General Accident, saw interim operating profits tumble to £280m (\$462m) from £503m, because of severe weather claims and competition in general insurance. Page 18 and Lex

Scandinavian Airlines System reported a 31 per cent rise in first-half profits to Skr1.45bn (\$179m) as cost savings compensated for modest traffic growth. Page 13; World stocks, Page 32

Novartis, diabetes care and industrial enzymes specialist, delighted investors with a 46 per cent rise in first-half pre-tax profits to Dkr1.99bn (\$264m) and plans for a Dkr3bn share buy-back. Page 15

Entelisat de France, Europe's largest electricity company, has been forced to increase imports because of a series of nuclear reactor problems. Page 6

ABN Amro, Dutch banking group, raised \$1.25bn in an issue of preferred shares. Page 14

CalEnergy, US-based power company, is to apply the experience gained through UK subsidiary Northern Electric of deregulating markets to its \$4bn acquisition of Mid-American Energy. Page 13

Cardwest, US direct marketing and franchising group rocked by an accounting scandal, will today publish its results for 1997. Page 14

Sequoia, Canadian mining company spun off by Trelleborg of Sweden, blamed a second-quarter pre-tax loss of US\$32.1m on falling metal prices and costs associated with a tailings dam rupture in Spain. Page 14

Catena, state-controlled Swedish defence group, announced a joint venture with UK-guided missile subsidiary of Daimler-Benz Aerospace, to develop and produce air-to-surface missiles. Page 2

Development Bank of Singapore, largest south-east Asian bank, reported a 50 per cent drop in first-half net profits to S\$178.6m (\$US103.4m), after sharply increasing provisions for bad loans. Page 14

Long-Term Credit Bank, troubled Japanese group, had its senior debt upgraded to junk bond status by US credit rating agency Moody's. Page 15

Commonwealth Bank of Australia posted a 4 per cent rise in annual net profits to A\$1.25bn (\$US741m) and predicted modest growth. Page 15

Pampliet, acquisitive Italian food and dairy products group, confirmed plans to expand its dairy activities. Page 15

World Equity Investors
The latest trends and data from more than 50 national markets at a glance. Page 20

WORLD MARKETS

STOCK MARKET INDICES

	Gold	Silver
New York Comex	1,100.00	204.10
London	1,098.00	204.70
Paris	1,098.00	204.70
Tokyo	1,098.00	204.70
Other	1,098.00	204.70
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WORLD NEWS

EUROPE

Russia promises to stick to austerity plan

By John Thornhill in Moscow

The Russian government yesterday struck a defiant note in the face of crumbling financial markets, promising to stick to its austerity programme, honour all its debt obligations, and stave off the threat of devaluation.

The finance minister also announced it had agreed with the International Monetary Fund to amend its borrowing programme and use \$1bn of its initial \$4.8bn support loan to redeem a slice of domestic debt. The IMF had originally intended that the tranche should be used

solely as a stand-by facility to bolster the reserves of the central bank.

Sergei Kiriyenko, prime minister, said there would be no changes in government or central bank policy in response to the markets' fall. "The worse the situation, the more firmly and precisely we must carry out our programme," he said.

Mikhail Zadornov, finance minister, also delivered a stout defence of the government's current economic policies, saying a devaluation could and should be avoided. He said government tax revenues were on a steadily

improving trend, which would enable the government to meet its debt obligations and restore the confidence of the markets.

"We believe there is only one way to persuade investors and that is by our own actions," he said, as he announced that one in five of the finance ministry's employees would be sacked.

The ministers' comments helped calm Russia's turbulent markets, which have been in seeming free fall for the past few days. Many analysts believe the recent wild price movements have been exaggerated by the small

volume of trading during the holiday period.

Nevertheless, Erik Nielsen, Russia economist at Goldman Sachs, the international investment bank, said the outlook for the country's financial markets was "bleak", given the nervousness affecting all emerging markets. He estimated that on current projections the government would have a funding shortfall of about \$3bn this year.

"In normal circumstances, the numbers would not look that scary. But when investor sentiment is so bad, it looks different... there are

not many countries in the world that could survive if they cannot roll over their debt," he declared.

But Mr Nielsen said he believed the World Bank, International Monetary Fund and Group of Seven countries would be flexible enough to cover any budget shortfall this year. "Refusing Russia a small amount of additional money would be like cancelling your health insurance just as you are getting sick," he added.

Yesterday, David Lipton, under-secretary for international affairs at the US Treasury, began talks in Moscow

with senior officials. But the US ambassador stressed Mr Lipton's was a regular visit and not connected with the latest market turmoil.

Mr Lipton, who played a pivotal role in co-ordinating the \$22.5bn assistance package for Russia, is also preparing the ground for President Bill Clinton's summit meeting in Moscow at the beginning of September.

Also, striking coal miners, who have been blocking the trans-Siberian railway near Chelyabinsk, agreed to end their protest yesterday.

See Page 12

Italy braced for rebuff from EU

By Paul Betsis in Milan

The Italian government is bracing itself for a new rebuff on Monday from the European Union on controversial plans to open a 12,000km (\$1.1bn) airport in Malpensa, north of Milan.

A consultative committee of experts from EU member states is expected to back objections by Neil Kinnock, the EU transport commissioner, against the Italian government's decision to transfer all flights now serving Milan's Linate airport except the Milan-Rome shuttle to the new hub when it opens on October 23.

Although not binding, the recommendations of the committee of experts will put further pressure on Rome to negotiate a compromise with the EU to avoid a damaging diplomatic conflict. A dispute could threaten the new airport's future and undermine plans to privatise Alitalia, the national carrier, next year.

The EU is set to make its final ruling on the Malpensa affair on September 9. Negotiations have continued to try and resolve the dispute but Italian compromise proposals have so far failed to break the deadlock.

A group of nine European airlines, among them British Airways, Lufthansa, KLM and Air France, have complained to the EU that the switch of all their services from Linate to Malpensa would give Alitalia an unfair competitive advantage.

They argue that the government's decision to reduce Linate's operations to the single Milan-Rome shuttle would enable Alitalia to continue to feed its Rome hub while also enjoying a dominant position at Malpensa.

The European airlines also complained that Malpensa's poor rail and road links to Milan would further undermine their services.

Mr Kinnock last month backed the airlines' case and rejected the Italian government's plans to redistribute Milan air traffic rights.

Italy has since been working on a compromise whereby Milan-Rome services from Linate would not be allowed to feed other international flights for a transitional period. Linate would also be able to serve a number of other domestic and European destinations during this period until new road and rail investment to improve connections between Malpensa and Milan were completed in the next two years. Malpensa is about 40 miles from the city centre compared with only 5 miles for Linate.

KOSOVO CONFLICT ETHNIC ALBANIANS LARGELY UNABLE TO GIVE RESPONSE BECAUSE OF MILITARY OFFENSIVE

Serbia positive towards peace plan

By Guy Diamond in Belgrade and David Buckton in London

Serbia has reacted positively to a peace plan for Kosovo proposed by the six-nation Contact Group but the ethnic Albanian leadership has largely been unable to give a coherent response because of the government's continued military offensive, diplomats said yesterday.

The proposals, described as a framework for negotiations or "menu of ideas", were presented to both sides last week by Brian Donnelly, the British ambassador to Belgrade.

A western diplomat described the contrasting tones of the Serb and Albanian reactions as "a bit embarrassing" for a plan that seeks to be a middle of the road compromise.

The peace plan suggests Kosovo should have "constitutionally protected significant legislative, executive and judicial powers, including control of local police". It

would also have its own taxation flag and emblems and "international relations in particular areas".

The Contact Group – the US, Russia, Britain, France, Germany and Italy – expressed "its willingness to provide political, economic, technical and other support for the implementation for such an agreement".

Serbia fears that substantial autonomy for Kosovo – where some 90 per cent of the province's two million people are ethnic Albanians – would be just one step towards independence. The Albanians point out that Kosovo had autonomy from 1974 to 1989 when Slobodan Milosevic, then president of Serbia, revoked its status.

The peace plan suggests Kosovo should have "constitutionally protected significant legislative, executive and judicial powers, including control of local police". It

But, keeping up its war of words, Nato yesterday said it would act "swiftly and credibly" if asked to help restore peace in Kosovo.

Nato ambassadors met in Brussels to approve final military planning of possible air strikes, and to determine what contributions alliance members might make to such air operations.

Majority sentiment among west European governments is that any Nato intervention in Kosovo should have the backing of a United Nations Security Council resolution, which requires at least the acquiescence of Russia. But a US diplomat said there is growing "frustration" that Mr Milosevic thinks he is protected by a Russian veto.

The Contact Group plan urged both sides to look at how other European states deal with the questions of minority rights and raises the example of the German community in Italy's Alto Adige region, the Swedish minority in Finland, the autonomous regions of Spain and the Russian republics of Chechnya and Tatarstan.

The Serbian government has reacted positively to the Contact Group plan but diplomats are sceptical that Mr Milosevic, now president of Yugoslavia, intends to embark on serious talks until the rebel Kosovo Liberation Army (KLA) no longer poses a threat. Officials said police yesterday captured another "terrorist" stronghold, the village of Glodjane close to Albania.

A KLA communiqué, which may not represent all views of the fractious group, effectively rejected the Contact Group proposals, calling on all Albanians to unite in what it said would be a protracted war.

The Contact Group plan urged both sides to look at

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GERMAN ELECTION CDU/CSU PROGRAMME

Kohl sees the economy as vote winner

By Roger Attfield in Bonn

Chancellor Helmut Kohl yesterday claimed Germany's economic upswing could still turn the September 27 election in his favour.

On Europe, the programme also calls for greater "subsidiarity" – allowing decisions to be taken at the lowest appropriate level. Reflecting Mr Kohl's switch in recent months towards defending national interests, the programme states: "Our vision is a Europe of nations and regions. The CDU and CSU say No to a centralised European federal state."

On the European Union's eastwards expansion, the programme says that "given the big differences in economic development, sufficiently long transitional periods are in the interests of the entry candidates as much as the European Union".

It also calls for the rapid end of funding from EU cohesion funds for member countries joining the eurozone.

The programme says Germany is a "foreigner-friendly land" but warns the will and ability of Germans to accept newcomers could not be overstressed. "Therefore the inflow has to stay as limited as possible," it said. If re-elected, the CDU/CSU would seek to make it easier for foreigners to obtain German citizenship.

At yesterday's launch, Theo Waigel, CSU leader and federal finance minister, went further: "Germany is not an immigration country," he said.

Editorial Comment, Page 11

NEWS DIGEST

DEFENCE RESTRUCTURING

Sweden and Germany in joint missile venture

Celsius, the state-controlled Swedish defence group, yesterday announced a joint venture with LFK, the guided missile subsidiary of Daimler-Benz Aerospace (Dasa), to develop and produce new air-to-surface missiles.

The deal – the latest in the restructuring of Europe's defence industry – follows Celsius' announcement earlier this week that it had set up a technology-sharing company with the DCN, the French state naval shipyard, for the next generation of conventional submarines.

Under the missile agreement, LFK will hold 67 per cent of the new company, with the remainder held by Bofors Missiles, a Celsius subsidiary. The company is expected to supply the German air force with new missiles for its Tornado aircraft, with possible future use on the Eurofighter and Sweden's Gripen fighters. Tim Burt, Stockholm

DANISH TRADE

May strike hits surplus

The 11-day strike which paralysed Danish industry in May contributed to a fall in the country's merchandise trade surplus in the first five months from Dkr10.4bn (\$1.5bn) in 1997 to Dkr1.5bn this time.

The poor trade figures pushed the current account into a deficit of Dkr5.5bn for the period against a surplus in the same period last year of Dkr6.2bn, leaving a deficit of Dkr4.2bn for the 12 months to May, according to official statistics published here yesterday.

Exports were up by Dkr4.6bn to Dkr12.6bn. Imports increased by Dkr4.3bn to Dkr12.6bn.

The current account moved into surplus in 1996 after 26 consecutive years in deficit. The surplus peaked at Dkr30bn in 1993 and dwindled to Dkr6.9bn in 1997.

After the May strike, the government implemented a series of tax measures in order to curb domestic demand and prevent a further deterioration in the current account.

CAUCASUS CONFLICT

Armenia PM may go to Baku

President Robert Kocharyan of Armenia said yesterday he was likely to send his prime minister to Azerbaijan next month, opening the way for a diplomatic breakthrough with the country's enemy.

Mr Kocharyan said he had decided not to accept a personal invitation by Haydar Aliyev, the Azeri president, to attend a regional conference in Baku on September 7-8, but that he would probably send his prime minister, Armen Darbinyan.

Armenia and Azerbaijan have been involved in a territorial row over Nagorno-Karabakh, a mainly Armenian-populated region in Azerbaijan, since before the Soviet Union broke up in 1991. Armenia has backed the Karabakh separatists in a military confrontation with Azerbaijan.

Western countries are worried that the lingering conflict could hinder development of Azerbaijan's Caspian Sea oil and gas reserves, into which foreign companies have already pledged to invest nearly \$40bn. Reuters, Yerevan

CORRECTION

Helmut Kohl

The caption to a picture of Helmut Kohl in the FT of August 4 was incorrect. The picture was taken during the chancellor's visit to Halle in 1991.

Ukraine locks up debt-ridden officials

By Charles Clover in Kiev, Wade Thrush in London, and agencies

In a bizarre attempt to solve a crisis of payments arrears crippling the country's economy, the Ukrainian government yesterday transported more than 1,000 factory officials and enterprise managers to a barbed-wire enclosed prison camp in rural Ukraine, where they will stay until they have paid billions of dollars worth of bad debts.

"Only when they have decided how to pay their

debts will they be allowed out," said Valery Pustovetenko, prime minister.

The internes lounged yesterday in track suits, smoking cigarettes and reading newspapers. Meanwhile, the government basked in its public relations coup, an attempt to shift blame for chronic wage and pension arrears away from the government to the enterprises which owe the government billions in back taxes.

Just as the Soviet economy was plagued by shortages, post-Soviet economies

are characterised by the problem of payments arrears, and Ukraine is among the worst hit.

While Kazakhstan's economy has overdue debts totaling 40 per cent of its GDP and Russia has arrears of roughly 35 per cent, in Ukraine the figure is well above the country's GDP.

The country has largely become a non-cash economy. last year barter transactions accounted for two thirds of economic activity.

But many experts question

the usefulness of trying to

force enterprises to pay.

"It is difficult to separate the enterprises which cannot pay from the enterprises which will not pay," said Volkhardt Vincentz, an economist from the German Advisory Group in Kiev.

The European Union's

Tacis programme completed a study last year of the arrears crisis, which concluded that the levels of inter-enterprise arrears in the Ukrainian economy are similar to levels of banking and trade credit in OECD economies. The study added

that 85 per cent of the arrears were the result of uncollected receivables, indicating that it was beyond the power of most businesses to settle debts.

Sources of legitimate credit in Ukraine are few.

While bank assets of an average OECD economy are roughly 100 per cent of GDP, in Ukraine, after hyper-inflation and macro-economic stabilisation, banking sector assets are less than 10 per cent of GDP. Experts argue that arrears are taking the place of commercial credits.

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GERMAN ELECTION
Kohl sees the economy as vote winner

THE AMERICAS

STOCK MARKET TURMOIL INVESTMENT FIRMS SEE AMERICAN CUSTOMERS STAY COOL BUT HOLD BACK FROM BUYING ON DIPS

Small investors hold on in market falls

By John Authers in New York

US small investors have held on to their investments during the sharp market declines of the last three weeks, but they appear less enthusiastic to "buy on the dips" than they did last October, during the market's last significant decline, according to reports from the largest retail investment firms.

The news will help sentiment on the market, which recovered slightly yesterday morning. Market professionals might be concerned by suggestions small investors could begin to exit the market in the face of persistent share price declines.

According to Charles Schwab, the largest retail broker, there was a slight outflow from its mutual funds last week, with about

\$200m being withdrawn from its equity funds. Schwab's mutual fund investments of more than \$100m on behalf of clients, and this sum would not be large enough to force fund managers to sell stocks.

It is a different reaction from last October, when a net \$900m flowed into the funds on the day after a Dow Jones Industrial Average drop of 650 points forced the

New York Stock Exchange to close early.

Early last week, Schwab's volume of telephone calls was up about 40 per cent from normal levels. Tracey Gordon, of Schwab, said that investors seemed to be deterred by the series of falls, which differed from the pattern last October when the market rebounded quickly. "The thing preventing any big surge of invest-

ing is that we are seeing a series of down days. It's a perceptibly different pattern from last October. We're talking about something noticeable but not drastic."

Vanguard, which leads the US in monthly mutual fund sales, saw modest flows into equity funds last week, although these were much slower than during July, and there was some "buying on the dip" by investors yester-

day. But like Schwab, Vanguard said investors' perception might change if the market went into a prolonged slide. John Worth, who speaks for the company, said: "Whether that investors stay invested in a Chinese water torture environment is the question. If the market keeps going down over a period of months that may give investors reason to rethink their strategies."

Same lawyers, different act as political circus goes on

Familiar faces from the Watergate scandal are moving into a fresh limelight around President Clinton, writes Nancy Dunne

There was a man who worked in a circus. His job was to follow the elephants around with a pail and shovel. One day he met a friend who said: "How can you do this for a living? Why don't you get another job?"

"What? And leave show business?" the man replied.

In Washington, it is the lawyers who perennially carry the pails and shovels, and the politicians who make the mess.

The troubles surrounding President Bill Clinton illustrate this curiously Washington phenomenon. A generation has passed since the Watergate affair rocked the nation and led to the resignation of President Richard Nixon. But many characters who litigated and advised, consulted and lawyered then are doing their rounds again.

Comparisons between Watergate and Mr Clinton's troubles have seemed inappropriate. The Watergate scandal grew out of the break-in and bugging of the Democratic National Committee offices in the Watergate apartment complex.

When Nixon became the first man to resign from the US presidency 24 years ago, he left behind seven senior aides, who would be sent to prison for helping to cover up White House involvement in activities which undermined an election.

The Clinton scandal now focuses on sex – and the President's denial of an

affair with Monica Lewinsky. During congressional hearings, a young political idealist was brought on the staff as a junior lawyer. Hillary Rodham, later to become Mrs Clinton, was given the task of writing the procedures under which Mr Nixon would be impeached.

She and her husband now

Watergate... demonstrated that the mightiest can be brought down

have a contingent of lawyers in their employ as they struggle to free themselves of scandal. But Watergate was precedent-setting. It put limits on which presidential political activities would be tolerated and it demonstrated that the mightiest can be brought down.

Ms Rodham's direct boss

during the Watergate investigation, Bernard Nussbaum, became White House counsel in the first Clinton administration. He had won a name for himself as a tough Wall Street litigator, but the skills he had in corporate law did not play well in Washington.

He has been a ubiquitous "talking head" on television news shows, defending the White House, ever since.

Richard Ben-Veniste became a Watergate star when he helped to secure important records during the firestorm which erupted when Mr Nixon fired the special prosecutor investigating him. He was a brilliant and brash 30-year-old assistant special prosecutor who pursued the tapes which ultimately proved the president's involvement in Watergate. He came back on the scene in 1985-86 as a grey-haired minority counsel for the Senate Whitewater committee. This time around he was on the defence – a smooth cool interrogator who portrayed the White-water scandals as non-events. He has been a ubiquitous "talking head" on television news shows, defending the White House, ever since.



ALL THE OLD FACES: (clockwise from top left) Sam Dash, former Senate Watergate counsel; Bernard Nussbaum, former White House counsel; Monica Lewinsky and her lawyer Jacob Starr; former president Richard Nixon and Bill Clinton

Montage by Michael Nagle

Jacob Stein, one of Ms Lewinsky's lawyers, was the only defence attorney in Watergate to get an acquittal – for Kenneth Parkinson, an attorney for Nixon's re-election committee. This time he used his sterling reputation as to convince the special prosecutor, Kenneth Starr, that he would conduct at all-out defence of Ms Lewinsky if she did not receive full immunity.

Pat Buchanan, a perennial Republican presidential candidate, was not a lawyer. He was Mr Nixon's speechwriter and close family friend, who defended the president to the end. But when tapes were released that demonstrated

for his role in the investigation. Now a professor at Georgetown, he has been designated as Mr Starr's ethics adviser. As a more neutral figure, he was chosen to do the initial discussions in the negotiations which gave Ms Lewinsky immunity.

"The problem is not

Watergate or the cover-up," he told family members, according to The Final Days by Bob Woodward and Carl Bernstein. "It's that he hasn't been telling the truth to the American people... the president can't lead a country he has deliberately misled."

Additional reporting by Nancy McCord

Jamaica looks for more foreign capital

By Richard Lippman, Latin America Editor

The Jamaican government is hoping to attract more foreign capital to its troubled financial sector as it presses ahead with plans to sell banks and other financial institutions acquired during the country's financial crisis.

The Financial Sector Adjustment Company (Finsac), the government com-

pany set up to restructure finance houses with public funds, hopes to make its most significant disposal to date in the next few weeks, with the sale of one of the country's biggest unit trusts.

"We are actively promoting foreign ownership," said Omar Davies, finance minister, who is keen to attract foreign buyers for banks including National Commercial Bank, Jamaica's biggest

commercial bank, over which the government took full control in March.

In London recently, Mr Davies said foreign banks in Jamaica had performed better than their domestically owned counterparts, which had lost money following poorly executed diversifications. "They [the foreign banks] have faced the same problems as our domestic institutions but have better

operating disciplines."

Many banks were hit by sharp rises in interest rates. As part of Mr Davies' tough counter-inflationary strategy, interest rates were increased to more than 40 per cent in 1986. But rates have subsequently fallen (the 6 month repo rate fell to 24 per cent in July).

The government has injected some J\$73bn (US\$3bn) into Finsac to

allow it to acquire the troubled banks. Analysts suggest it could expect to recover 30-40 per cent of this through asset sales.

Mr Davies said reforms to Jamaica's banking regulations were now coming into effect. Local banking rules have been amended to incorporate international capital adequacy standards, the number of regulators at the Bank of Jamaica tripled to

100, and the frequency of bank inspections increased.

Rules enforcing stricter obligations on boards and outside auditors have been strengthened, and a new deposit protection scheme comes into effect this month.

Finsac hopes to sell Eagle Trust, Jamaica's second biggest unit trust company, and Crown Eagle, an insurance company, in the next few weeks.

Argentina labours over how to throw out 'trash contracts'

Reform to give greater job security is opposed by employers who want more flexibility, writes Andrea Mandel-Campbell

Mr. Bellomo had been working in the administrative department of a personnel company for nine months when his employer asked him if he would give up his full time staff position in exchange for being hired as an "apprentice".

Mr. Bellomo would still be paid \$300 a month but under the terms of his temporary contract, one of a variety introduced in 1985 to tackle Argentina's then 20 per cent unemployment rate, his employer's load would be lightened considerably. His boss would not have to pay healthcare benefits or payroll taxes which added another 40 per cent to Mr. Bellomo's base salary, nor would he have to do out a severance package if Mr. Bellomo was made redundant.

The 24-year-old accounting student refused the offer and was sacked in December. Unable to find work since, he has entered the black market and sells dish towels on the street. "The people who suffer under this system are the ones who make the least amount of money," Mr. Bellomo said, vowing never to work legally again. "What's the point? It doesn't get you anywhere."

Argentina's Lower House began discussions yesterday on a controversial labour reform bill proposed by the administration of Carlos

Mensen that would do away with most what have been dubbed "trash contracts" by union leaders.

The proposed reform, which has been debated by the ruling Peronist party for more than two years, was being called a "triumph" by Argentina's only union, the Central General de Trabajadores (CGT), because it will put an end to some precarious job conditions.

But for private industry and labour analysts who strongly oppose the bill, the temporary contracts that are contributing to the black market, but Argentina's ideal labour market.

Ernesto Kritz, a labour analyst with Sociedad de Estudios Laborales, says, temporary contracts provided a record 800,000 jobs last year for unskilled workers who otherwise would not have been employed. Labour costs will increase 10 per cent if the temporary contracts were abolished and unless "counter-balancing measures" are taken, the move will cost Argentina 200,000 new jobs this year, said Mr. Kritz.

It is not a price Argentina can afford given its 12.2 per cent unemployment rate.

Labour and tax reform are among several structural reforms still on the agenda since Argentina's dramatic

market opening in the early 1990s saw the wholesale privatisation of state-owned enterprises and hyper-inflation curbed by fixing the peso to the US dollar.

Argentina's new challenge is to become more competitive in world markets and integrate its flourishing black market into the formal economy. "If we are going to make the economy more competitive we need to increase the real exchange rate by embarking on a very significant exercise in lowering internal costs," said Marta Redrado, founder of Buenos Aires-based think-tank Fundación Capital.

However, while many saw the labour bill as a first step towards a gradual loosening up of the system, as far as union leaders are concerned, this was the last. And what the unions says counts, at least for the time being, with presidential elections less than 18 months away.

But whether the union liked it or not, Argentina's labour market remained more flexible in practice than in theory. "The flexibility exists in practice because where the market is the most rigid, employers just ignore the collective agreements and tell their workers 'take it or leave it,'" said Mr. Kritz. "If the law doesn't change, the labour market will change in the worst way possible, but it will change."

Argentina's Lower House began discussions yesterday on a controversial labour reform bill proposed by the administration of Carlos

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training courses in several areas since 1986 and since then a great many of ING Group's senior managers have been awarded the title of Master of Marketing. This select group is likely to increase significantly in the coming years.

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ASIA-PACIFIC

Poll looms as NZ coalition suffers split

By Terry Hall in Wellington and Richard Adams in London

New Zealand's coalition government collapsed yesterday, raising the possibility of a general election within the next few weeks.

Jenny Shipley, the prime minister and National party leader, now heads a minority government after four ministers from the New Zealand First party, the junior coalition partner, walked out of a cabinet meeting.

Winston Peters, the NZ First leader, led the apparently orchestrated move. Mrs Shipley appealed to each minister unsuccessfully to stay. A highly emotional Mrs Shipley then announced that the coalition government, which was formed 19 months ago, was over. She said she would head a minority government while disputes procedures were carried out over the next seven days, as required by both parties.

The coalition split comes only days after a pact between the two leading opposition parties, Labour and the left-leaning Alliance party. Opinion polls published this week showed a majority of voters' support for the two parties.

The latest survey gave Labour 48 per cent support, with Alliance on nearly 10 per cent. National has slipped back to the 32 per cent it had before last December, when Mrs Shipley led a party coup to become the country's first woman

prime minister. NZ First polled just 22 per cent – below the 3.7 per cent margin of error.

The government has been hurt by a weak economy, caused by fall-out from the turmoil in New Zealand's main Asian export markets and the fall in world commodity prices. The Treasury yesterday said the economy faced "significant risks" and forecast a possible recession with falling output in the second quarter.

The coalition dispute was over whether the government should sell its majority stake in Wellington airport. It festered for days, leading to an acrimonious argument between National, which wants to adopt a more right-wing agenda, and Mr Peters, whose party is broadly opposed to asset sales.

After the four members of NZ First withdrew from the cabinet meeting, the remaining National ministers voted to sell the government's shares in the airport. The preferred bidder for the 66 per cent stake, valued at about NZ\$100m (US\$61m), is Infratil NZ.

If the dispute is not resolved, Mrs Shipley may be unable to govern without support from some NZ First MPs. National has 44 members of the 120-seat parliament, and NZ First 16. The combined Labour-Alliance opposition has 50 seats, with the remaining 10 held by independents and minority parties.

Police jailed by Indonesia court

By Sander Theunes in Jakarta

Two police officers were sentenced yesterday for their role in a shooting that triggered the downfall of former president Suharto, but another investigation has come close to implicating Mr Suharto in a separate series of human rights abuses.

A military court sentenced two police lieutenants to four and 10 months in prison for disobeying orders and flouting procedures on May 12 but they were not convicted of actually killing four students at the Trisakti University. The shooting triggered riots that left more than 1,000 dead and forced Mr Suharto to resign.

The two officers, who appealed against the verdicts yesterday, were the most senior of 18 policemen on trial over the shooting.

The government and the army have responded to public pressure for a trial of more senior army and politi-



Security has been stepped up in Jakarta as Indonesia prepares to celebrate Independence Day next Monday. AP

cal officers by setting up a committee to investigate a shooting, riots, killings and rapes of May 12-14.

Ten officers have also been put on trial, and Lt Gen Prabowo Subianto, son-in-law of Mr Suharto, and other senior officers have been called before a military council to explain their role in the kidnapping of political activists. Newspapers yesterday

quoted Gen Wiranto, the chief commander, as saying further senior military could be questioned because the council had found that Mr Prabowo had received a general order to investigate political activists. Only Mr Wiranto, Mr Suharto's Feisal Tanjung, a senior minister and Mr Wiranto's predecessor, could have issued such an order.

Canberra to unveil tax reform package

By Glyn Robinson in Canberra

Australia's conservative coalition government will today unveil a tax reform package intended to revive its sagging popularity before an early election expected in October.

John Howard, the Australian prime minister, launched a media blitz earlier this week to gain support for the tax package, which he promised would make "everyone a winner".

While no details have been

announced, the government has indicated the reform would focus on introduction of a 10 per cent sales tax on goods and services to replace the existing range of wholesale taxes which exceed up to about 40 per cent on a variety of items.

For Mr Howard's Liberal-National coalition, under growing pressure from the One Nation party in rural and blue-collar areas, the package would enable it to bestow benefits on low-income families, miners and farmers – the core of One Nation's support base.

The new sales tax would enable personal income tax cuts and handouts for low-income groups, officials said.

Australian exports would also benefit, with special exemption from the new sales tax, Tim Fischer, the deputy prime minister, said

in the first official comment on the government's tax reform plan.

In the past six months, Mr Fischer's National party has seen its rural vote base rapidly eroded by One Nation's expansion, particularly in the Queensland state elections earlier this year, when One Nation picked up nearly a quarter of the votes.

In recent Australian history, however, the question of a sales tax has become a political albatross, causing Mr Howard's Liberal party to lose an election in 1993.

"There is now a GST (goods and services tax) will ever be part of our policy again," Mr Howard said in May 1995, after his party's defeat on the issue.

"Never ever... it's dead. It was killed off by those voters at the election."

Now, having enjoyed a landslide swing in favour of the conservative coalition in the 1996 election and having restored the national budget to the black, Mr Howard has made consumption tax a central pillar of his re-election strategy.

Australia is one of the few western countries without any form of consumption tax and economists say it has created distortions in a system which relies too much on income tax.

But critics warn of the inflationary effects of a consumption tax and say it would discriminate against the poor, including pensioners and others on fixed incomes who would benefit less from accompanying tax cuts.

The coalition, however, has shaped its tax package as the engine for its coming election campaign. Public reaction to the tax reforms will, over the next few weeks, determine whether Mr Howard calls an early election or runs his full term to mid-1999.

Suu Kyi resumes travel standoff with military

By Ted Shadlock in Bangkok

Aung San Suu Kyi, the Burma's democracy leader, yesterday defied military authorities once again and attempted to travel to meet supporters outside the capital of Rangoon. Security forces stopped her near the same place where she engaged in a six-day standoff

with the country's ruling junta last month.

Travelling in a friend's minivan, which is believed to be loaded with food and water, Ms Suu Kyi appeared to be preparing to stay at the site about 20km outside Rangoon, said members of her opposition National League for Democracy (NLD). She was accompanied by the

same three people who sat with her during the last

standoff – a 75-year-old NLD executive committee member, U Hla Pe, and two drivers.

The move is the latest in a series of immediate problems for the junta, which has been beset by internal divisions over how to limit Ms Suu Kyi's effectiveness

without engaging in serious discussions of political reform.

Military intelligence officials continue to question 18 foreigners, mostly south-east Asians, arrested last weekend for handing out pro-democracy "goodwill messages" to mark the tenth anniversary of a bloody crackdown by the military.

Eight nations – Australia, Britain, France, Germany, Italy, Japan, South Korea and the US – yesterday

made a co-ordinated appeal to the government to open a dialogue with Ms Suu Kyi.

Ms Suu Kyi's safety on the roadside was the most immediate concern, diplomats said. Outside Rangoon she is exposed to thugs organised

CONTRACTS & TENDERS



HORSERACING ORGANISATION OF GREECE

INVITATION FOR EXPRESSIONS OF INTEREST IN THE SELECTION OF AN INTERNATIONAL FINANCIAL ADVISER

The HORSERACING ORGANISATION OF GREECE (O.D.I.E.) is a Legal Entity under Private Law and is governed by the terms of law 2414/1996.

ODIE, in cooperation with the General Secretariat of Sports, and in view of the preparations for the Olympic Games of 2004 in Athens, intends to transfer the racecourse from the Phaleron Delta, where it operates today, to Markopoulo in Attica, or elsewhere, where a new, up-to-date Horseracing and Olympic Equestrian Centre is to be built. The area presently occupied by the racecourse at the Phaleron Delta will be converted to Olympic standards for use as a venue for Olympic events during the 2004 Games. On completion of the Games, the area is to be converted for multipurpose use with exhibition, conference and recreational centres according to proposals based on the coverage of an area of about 40,000 m² or 70,000 m² within the area of the racecourse which covers approximately 57.5 acres. ODIE is also planning the construction of a racecourse in the prefecture of Thessaloniki.

Within the framework of the above, ODIE intends to select, through the tendering process, concessionaires who will invest in the construction of the above works, undertaking the completion of the relevant studies, the construction and putting into operation and financing of the above works. With reference to those of the above works concerning the Olympic Games of 2004, the concessionaires will be able to exploit them beyond the termination of the Games in compensation for the relative investments.

Within the framework of the present tender, ODIE intends to appoint an experienced financial adviser of international repute who will support ODIE in the procedure for planning, tendering and selecting the most suitable concessionaires and investors who will be invited to present bids for the conclusion of concession contracts for the above works.

ODIE is seeking expressions of interest from international firms offering financial services with a general competence and international experience in procedures involving the activation of significant capital funds in corresponding projects, and with experience in the preparation and completion of procedures relating to concessions contracts. Specialised experience in financial planning and development analyses, upgrading, coordinating racing and racecourse installations and organising racecourse betting systems is desirable and will be taken into consideration.

Interested parties are hereby invited to submit to ODIE an expression of interest together with a description of their activities and their relative experience. Shortlisted parties will be invited to submit offers. The final criterion for selection will be the most financially advantageous offer which will take into consideration the methodology and approach of the candidates towards the project, the personnel, the retainer fee and the success fee offered by the contestants.

The procedure for the selection of the Financial Adviser will be in accordance with Directive 92/50/EC (Restricted Procedure) and the Agreement will be signed by ODIE.

Interested parties are invited to receive the tender announcement from ODIE at the following address: HORSERACING ORGANISATION OF GREECE (ODIE), Phaleron Delta, Athens 176 74, Tel: (301) 9417333, Fax: (301) 9431799 up to 16 September by 13.30 p.m. at the latest from the office of the Board of Directors on working days (Monday to Friday from 8.30 am to 13.30 pm). Information: Ms. Katerina Spilia.

Costas Kalliris
Chairman of the Board

Yannis Tsanias
Director General



HORSERACING ORGANISATION OF GREECE

INVITATION TO TENDER FOR THE CONTRACT

(In accordance with Annex III.C of Directive 92/50/EEC)

- Names, postal and telegraphic address, telephone, telex and fax numbers of the contracting authority. HORSERACING ORGANISATION OF GREECE (O.D.I.E.), Phaleron Delta, P.C. 17674, Tel: (+30) 1-94 17 333, Fax: (+30) 1-94 31 799.
- Category and description of the services. CPC classification. The services to be provided by the Financial Adviser are classified under category 11 and secondarily also under category 27 (Annexes 1A and 1B of Directive 92/50/EEC).
- Place of provision of the services. HORSERACING ORGANISATION OF GREECE (O.D.I.E.), Phaleron Delta, P.C. 17674, Tel: (+30) 1-94 17 333, Fax: (+30) 1-94 31 799.
- Indication of whether the award of the provision of the services is reserved by legislative, regulatory or administrative provisions to a particular profession.
- Reference of such legislative, regulatory or administrative provisions.
- Indication of whether legal persons should state the names and professional qualifications of the members of the staff that will be responsible for the provision of the services. The names and professional qualifications of the members of the staff that will be responsible for the provision of the services ought to be stated.
- Indication on whether the candidates for the provision of the services can submit an offer only for part of the requested services. Candidates are not allowed to submit an offer for part of the requested services.
- Envisaged number or maximum number of candidates that will be invited to submit an offer.
- Where applicable, prohibition of alternative offers. Alternative offers are prohibited.
- Duration of the contract or deadline for the completion of the provision of the services. The duration of the contract for the position of the Financial Adviser will continue until the signing of the concession contracts and loan agreements.
- Where applicable, the legal form which should be assumed by a joint venture of service providers, should they exceed the contract.
- Where applicable, justification of the use of the accelerated procedure.
- Final date for receipt of the participation applications. September 1998 at 13.30 pm.
- Address to which they must be sent. All documents (expressions of interest, offers etc.) shall be drafted in Greek and in English language and the Greek one will prevail in any interpretation. However, information leaflets and prospectuses, not written in Greek will be also considered.
- Final date for the dispatch of the invitations to tender. Immediately after the approval of O.D.I.E. of the results of the short-listing procedure.
- Where applicable, any guarantees that may be required. A bank guarantee will be required with the submission of the offers.
- Information concerning the position of each offer, as well as information and terminality that are necessary for the evaluation of the minimum financial and technical conditions that must be fulfilled by the offers. As described in the Invitation for the Submission of Expressions of Interest.
- Criteria used for the award of the contract and, if possible, their order of importance, in case that these are not stated in the invitation to tender.
 - general competence and international experience, international recognition and significant activity in financial matters,
 - special competence and international experience regarding the mobilisation of significant amounts of funds in related projects,
 - experience in the preparation and completion of procedures for the conclusion of concession contracts,
 - special experience in financial and economic studies for the planning and development, upgrading, coordination of equestrian and racing installations and organisation of betting systems is desirable and will be taken into account.
- Other information. Each candidate should submit his expression of interest in 20 copies (10 in the Greek language and 10 in the English language) one of which will be the original in both the Greek and the English language. Each page of the original will be numbered and initialled.
- The expressions of interest are submitted in a sealed envelope, in the front of which the following will be written:
 - EXPRESSION OF INTEREST FOR THE SELECTION OF FINANCIAL ADVISER
 - CANDIDATE: _____ (Name of Company)
 - ADDRESSEE: HORSERACING ORGANISATION OF GREECE (O.D.I.E.) Phaleron Delta, P.C. 176 74, Tel: (+30) 1-94 17 333, Fax: (+30) 1-94 31 799.
- Date of dispatch of the invitation. August 7th 1998
- Date of receipt of the invitation by the Office of Official Publications of the European Communities. August 7th, 1998.

Chinese price index falls 3.2%

By James Harding in Beijing

Deflation gathered pace in China last month, as prices slid further in the oversupplied Chinese market on weak domestic demand.

The government yesterday reported China's retail price index, the benchmark indicator of inflation, was down 3.2 per cent year-on-year in July, underlying how prices have continued to fall since the negative 3.0 per cent growth recorded in June.

Retail prices have now been falling consistently since October last year. In the first seven months of 1998, the RPI dropped by 2.2 per cent year-on-year, according to yesterday's report from the official Xinhua news agency.

The growing deflationary pressures in China have become an explicit concern of the Chinese leadership as it seeks to reinvigorate the country's slowing economy – China's gross domestic product rose by 7 per cent in the first half of this year, below Beijing's economic growth target for 1998 of 8 per cent.

Zhu Rongji, China's prime minister, recently acknowledged for the first time the existence of deflation in the Chinese economy and said that in response "the central government has decided to take more active fiscal policies to raise more capital to strengthen infrastructure investment".

China is likely to be affected by the flooding that has damaged a huge area of the country, economists say. Yesterday, a ministry of agriculture official said that the flooding along the Yangtze valley, where more than 21m hectares of farmland have been left under water, is threatening China's grain production for this year.

China has already blamed the flooding, which has claimed more than 2,000 lives and caused more than \$5bn worth of damage, for reducing the summer grain harvest by 11m tonnes. The floods have hit areas which are crucial to China's production of rice and grain. As flooding has also worsened in the north of China over the last week, new concerns have been raised about potential damage to the wheat crop.

Separately, an official report showed yesterday that foreign-funded companies in China are still managing to increase exports, in spite of the impact of the continuing Asian financial crisis and a strong Chinese currency.

NEWS DIGEST

SOUNDINGS AT PARIS CLUB

Pakistan in tentative move to reschedule debt

Pakistan has made discreet and tentative soundings with the Paris Club of industrial nation creditors about a possible rescheduling of its official debt, but there is no agreement to begin formal negotiations, western officials said.

The move will fuel market speculation that Pakistan will seek a broad package of support from the International Monetary Fund once talks with that body get under way, probably before the end of the month.

The US has dropped its objections to IMF support in the wake of the extreme hardships caused by the sanctions imposed following Pakistan's nuclear test. But it is not clear whether it and other governments would be prepared to reschedule debt.

Under normal procedures Pakistan would also have to agree a formal rescheduling with its commercial bank creditors to obtain relief on official debt. With debts of \$42bn and reserves sufficient to cover only three weeks of imports, Pakistani officials have said they need a package worth around \$4bn to meet commitments over the coming year. Peter Montagnon, London and Farhan Bokhari, Islamabad

HONG KONG

Tourism income down 35.6%

Income from tourism, one of Hong Kong's biggest earners of foreign exchange, slumped 35.6 per cent in the first half of the year – ravaged by the impact of the Asian financial crisis that developed after China resumed sovereignty

INTERNATIONAL CAPITAL MARKETS

Winds of change blow through Chicago

The CBOT and the CME are finally getting to grips with electronic trading systems, writes Nikki Tait

Pat Arbor, chairman of the Chicago Board of Trade, stepped out of a Washington hearing this week to outline differences in electronic trading systems to reporters. Halfway through the explanation, a wry smile appeared. "Whod have thought a few months ago that I'd have been talking about this?" he says.

Winds of change have been blowing through Chicago's futures industry with renewed force in recent weeks. To say that traders at the two big exchanges - the Board of Trade and Chicago Mercantile Exchange - see a floorless, screen-based trading future ahead of them might be an exaggeration.

But there is a widespread realisation that electronic trading systems will play a significant role in the months and years to come.

"Change is so constant - and the concept of electronic trading, which six months ago was strange, is far more accepted now," says Scott Gordon, CME chairman.

More proactive is CBOT's

plan, announced last week,

to launch electronic trading

of five new agricultural

commodities - sugar, coffee,

cocoa, orange juice and cot-

ton. Regulatory approval is

required and some work will be needed to formalise contract specifications, clearing arrangements and so on.

However, Mr Arbor insists the products have been on CBOT's radar-screem for some time, and that many firms trading them in New York are also members of the Chicago exchange, implying that some business would flow to the Midwest.

Nevertheless, these are also the commodities that dominate the agricultural division of the NYSE, suggesting a degree of retaliation may have featured in CBOT's thinking.

The Chicago Mercantile Exchange has been moving along a similar track. It has brought a small amount of electronic trading to its existing floor, via the "e-mini" equity index contract, which can be traded on screens or by open-outcry and a new "turn rate" financial contract.

At both exchanges, however, these moves are only

opening canesures. "It is clear that some customers want electronic trading for certain products," says Mr Gordon, although he adds that this "groundswell" does not appear to stretch to agricultural pits.

He sees two objectives: to bring new products to the floor through links with the other exchange, and to get the CME's product range distributed globally. This goal lies behind his recent commitment to members: "The CME is committed to creating a global electronic network through which customers can access selected CME products around the clock."

Similar considerations, and the need to make efficient use of technology spending, also prompted the CME to approach the CBOT about pooling their technological platforms. The CBOT agreed to talk, say people involved, on condition that the discussions encompassed the prospect of a much-further alliance, or a form of merger.

While discussions are still taking place, existing alliances may be a stumbling block, at least temporarily.

The CBOT is hooking up with Eurex, the German/Swiss electronic exchange, and both plan to disseminate each other's products on each other's screens next year. The CME

is bringing on a different electronic system - based around the French Matif exchange's technology - later this year.

Mr Arbor says the CBOT will do nothing to jeopardise the relationship with Eurex but acknowledges talks are continuing. Mr Gordon says the CME "is happy to keep the door open".

All this does little to address the issue of falling seat prices, the exchanges' other big headache. As the likelihood of a switch to electronic trading has mounted, the value of these "administered tickets" has diverged.

This, too, has set the exchanges thinking. In an effort to find a way of realis-



Patrick Arbor, CBOT chairman

"We crossed the Rubicon."

Prices fall as stocks, yen stabilise

GOVERNMENT BONDS

By Jeremy Grant in London and John Lupton in New York

Prices fell yesterday, back-pedalling as world stock markets regained some of their composure and the yen gained ground against the dollar.

However, analysts said there was nothing to suggest the rug had been pulled from under the bond markets and recent bullish fundamentals were still firmly in place.

"The broader concerns [over Asia and Russia] will remain in the background and the economic calendars for major markets are light. So for the near term, bond markets remain very firmly underpinned," said Andy Bevan, senior bond strategist at Goldman Sachs.

In the US, Treasuries started lower on the combined effects of supply worries and the Dow Jones Industrial Average opening about 50 points higher.

In Europe, only UK gilts made any headway, ending higher on optimism that UK interest rates may have finally peaked after months of uncertainty.

US TREASURIES were lower at midday in the midst of the second of three auctions, and as calm returned to global markets.

By early afternoon the benchmark 30-year bond was down 1/2 to 106 1/2, yielding 5.240 per cent, while the 10-year note lost 1/2 to 101 1/2, yielding 5.420 per cent.

Both factors were positive for gilts, with markets interpreting them as a sign that interest rates had peaked. The key futures contract, the September 10-year, settled 0.10 higher at 101.86. Volume was heavy, with 77,500 contracts traded.

Neil Parker, treasury economist at Royal Bank of Scotland, said: "I think all the evidence that we've had today is that the UK economy is slowing and inflationary pressure will be subdued." However, Mervyn King, deputy Bank governor, said it was too early to assume that rates were heading lower.

GERMAN BUNDs ended

lower on profit-taking. The September 10-year future fell

0.20 points to 110.60 in volume of 388,000 contracts traded in Frankfurt.

Philippines to raise \$500m

INTERNATIONAL BONDS

By Justin Maruzzi in Manila and Vincent Boland in London

The Philippines yesterday named Goldman Sachs as the lead manager of a US dollar-denominated global bond issue and J.P. Morgan and Warburg Dillon Read as joint lead managers of a euro-denominated issue.

Edgardo Espiritu, finance secretary, said the two sovereign issues would raise a total of at least \$500m. The first will be a global issue of dollar-denominated floating-rate securities and is targeted for next month.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Aug 12 Red. Date Coupon S & P 84 94 95 96 97 98 99 00 01 02 03 04 05

Australia 01/01 6.75% 107.7801 5.58 -0.09 +0.23 +0.04 +0.01

01/01 6.75% 123.7201 5.58 -0.07 +0.16 +0.12 +0.12

Austria 07/09 5.82% 101.4900 3.95 -0.10 +0.10 -0.17

01/01 5.82% 121.4300 4.07 -0.04 -0.03 -0.18 +0.03

Belgium 01/00 4.00% 100.2100 2.62 +0.04 -0.12 +0.23 -0.03

01/00 4.00% 107.2100 4.74 -0.05 -0.07 -0.13 +0.01

Canada 01/00 5.00% 100.1600 5.28 - - +0.11 -0.74

01/00 5.00% 103.4200 5.34 -0.04 -0.11 -0.25 -0.45

Denmark 11/03 0.00% 100.2000 4.71 +0.04 -0.05 -0.17

11/03 0.00% 110.1800 4.79 -0.03 -0.10 -0.16

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INTERNATIONAL

AFGHANISTAN CONFLICT ANXIETY GROWS ON NORTHERN BORDER AS RESISTANCE TO FUNDAMENTALIST MOVEMENT COLLAPSES

Taliban forces sweep into opposition's last redoubts

By Charles Clover

The Taliban, the Islamic fundamentalist militia, said yesterday it had captured two more strategically important towns in northern Afghanistan.

Town after town in Afghanistan has fallen this week before the fluttering white banners of the Taliban, which over the past month has swept through the last enclave of resistance in the north.

Yesterday the Taliban claimed to have taken Pol-Khomri, located at the entrance to two strategic passes through the Hindu

Kush mountains which connect the north and the south of the country. It also announced the capture of Heratrom, a port city on the Oxus river, which is Uzbekistan's southern border with Afghanistan.

On Tuesday, the movement claimed the capture of Taloqan, capital of the northern province of Takhar, along with a string of towns in the central Bamiyan province.

These claims follow the decisive victory at the weekend when the Taliban captured Mazar-i-Sharif, the capital city of the northern

Opposition sources conceded loss of ground to the Taliban militia in Takhar, but vowed to launch a counter-attack.

If the Taliban claims are true, their gains would further isolate the coalition of northern ethnic militias, supported by Iran and Russia, which has put up a fight for four years but continues to lose ground against the superior numbers and funding of the Taliban.

The Taliban, which vowed to disarm Afghanistan's population and implement Islamic Shari's law, is widely believed to receive support from Pakistan and the Arab world, though the Pakistani government heatedly denies supporting the movement. The Ukrainian government this week denied accusations that it had sold weapons to the movement.

Meanwhile, Iran claims that the Taliban forces are holding 11 Iranian government "envoys" hostage in Mazar-i-Sharif, and has asked the United Nations to intervene. The Taliban said it had arrested 30 Iranian truck drivers who had been delivering ammunition to Shi'ite Moslem factions.

Iranian radio also reported on Tuesday that the Taliban took nine provinces in less



A Taliban militiaman on the frontline 40km north-east of Kabul. Two more important towns were captured yesterday AP

than a month, including Mazar-i-Sharif, aided by a mutinous northern commander, General Abdul Malak.

But before the militia could consolidate its gains, the residents of Mazar-i-Sharif fell on the Taliban garrison, massacring up to 500 Taliban in the streets. A mass grave was discovered last year that is believed to hold the remains of an additional 2,000 Taliban fighters taken prisoner during the ill-fated offensive and subsequently slaughtered by northern troops.

NEWS DIGEST

ISRAELI BUDGET

Netanyahu backs plan to cut deficit to 2% of GDP

Israel's cabinet yesterday approved the 1999 draft budget framework which aims to reduce the budget deficit to 2 per cent of gross domestic product. Agreement came after a heated debate among ministers about how to fight unemployment, currently 9.3 per cent of the labour force and according to opinion polls, considered the most important issue.

Benjamin Netanyahu, Israel's prime minister, aware of the political fall-out if unemployment rises, pledged investment in retraining schemes. He also promised to increase the defence budget after lobbying from Yitzhak Mordechai, defence minister, who said Israel's military development would be otherwise undermined.

Next year's expenditure will total Shk7.8bn (\$46.7bn) while revenues will be Shk7.8bn lower. Achieving the deficit target depends on the economy growing 2.5 per cent compared with an estimated growth of 1.5 per cent this year. The government will also have to agree Shk2.2bn of cuts, the next round of negotiations before the budget goes to the Knesset. Judy Dempsey, Jerusalem

EMBASSY BLASTS

Kenya makes bomb arrests

Kenya has made arrests in connection with the bomb attack on the US embassy in Nairobi. President Daniel arap Moi said yesterday, "A number of persons have been detained in relation to this incident and are providing useful leads into the circumstances surrounding the bomb blast." Mr Moi said.

At least 247 people were killed and more than 5,000 injured in the bombing on Friday. Ten people were killed and more than 75 injured in the simultaneous attack on the US mission in Dar es Salaam. Tanzanian authorities have arrested 14 people, but yesterday released one suspect who was found after checks to work for the United Nations refugee agency. Reuters, Nairobi, Dar es Salaam

IRAQI DISARMAMENT

Butler warns on monitoring

Richard Butler, chief UN weapons inspector, yesterday warned that Iraq's decision to suspend co-operation not only halted all efforts to disarm Iraq but also restricted the UN's weapons monitoring operations.

In a letter to the Security Council, Mr Butler said "such conditions significantly reduce the effectiveness of monitoring," which has not formally been suspended by Iraq. Diplomats said the letter, which followed a similar one from the International Atomic Energy Agency, the UN's nuclear watchdog, was aimed at trying to provoke a reaction from the Council following Iraq's move last week to freeze co-operation with the UN.

The influential Iraqi newspaper Babel said yesterday that Baghdad would reject any proposals for "partial solutions" to its stand-off with UN weapons inspectors. Babel, owned by President Saddam Hussein's eldest son Uday, said Baghdad would not negotiate an agreement with the UN unless it lifted trade sanctions imposed on Iraq after its 1990 invasion of Kuwait. Laura Silber, New York, and Reuters, Baghdad

Media campaign reveals Algerian infighting

By Roudi Kusuf

A fierce and unprecedented media campaign against a top aide to Algerian President Liamine Zeroual has perplexed the country's political class and raised concerns of tensions within the regime.

The campaign, in anti-Islamist newspapers, has targeted Mohammed Betchine, Mr Zeroual's trusted adviser and former head of military security. He is considered a key figure in the political and military establishment, and has been a driving force

behind Mr Zeroual's attempts to consolidate power since his 1995 election.

Algerian newspapers have long enjoyed wide leeway in criticising the government but until recently, hitting at the main pillars of the regime has been taboo. This began to change in June, when Nourredine Boudrhouk, the leader of a small political party, began denouncing what he saw as the regime's political manoeuvres to remain in power through fake political and economic reforms. The odd part was

that among top figures, he singled out Mr Betchine for blame.

Mr Boudrhouk has been relentless in his attacks. This and the fact that newspapers have continued to publish him has led analysts to question whether he may have received a tacit approval from other power centres within the establishment.

Mr Boudrhouk's attacks were soon reinforced by those of a university lecturer and anti-Islamist living in exile and who has been suggesting that a remark he

made against Mr Betchine in 1995 was behind a death sentence he received in absentia this year on charges of involvement in Islamist terrorism.

Mr Betchine has remained silent. Government officials say accusations against him are unfounded. In newspapers mainly owned by him or by the government, advertisements have appeared in recent weeks by scores of civil associations eager to lend their support to Mr Betchine and denounce the "vile" attacks against him.

On the surface, the campaign against Mr Betchine could reflect rising frustrations with a regime perceived to have failed to stem corruption or promote better accountability.

But analysts also see in it a manoeuvre to undermine Mr Zeroual and perhaps dislodge him from standing for a second term in the presidential elections in 2000. It could also be a move to deflate Mr Betchine's economic and political power in case he tries to run for the presidency, if Mr Zeroual decides not to seek a second

term.

Analysts see behind these immediate reasons more fundamental tensions between various political tendencies within the regime.

The newspapers publishing attacks against Mr Betchine are considered to be on the radical, anti-Islamist end of the political spectrum.

They view Mr Betchine as representing the nationalist-Islamic wing of the establishment, which has been asserting itself more strongly since Mr Zeroual's election.

WORLD TRADE

REACTOR PROBLEMS FIVE PLANTS SHUT

France forced to step up power imports

By David Owen in Paris

A series of nuclear reactor problems has forced Electricité de France (EdF), Europe's largest electricity company, to step up its power imports.

Five of the company's network of more than 50 nuclear reactors are sidelined for technical reasons, with no guarantee they will be able to restart before the end of the year.

The state monopoly has consequently been importing electricity at a rate of between 3,000 MW and 5,000 MW a day in recent weeks. This is about the size of three to five large power stations and is much higher than normal import levels.

There is a good chance that imports from neighbouring countries, including Britain, will continue at similar levels while the stations remain off stream, particularly given France's much higher winter power consumption.

Britain and France are linked by a 2,000MW capacity interconnector, opened in the 1980s with the intention of enabling the two countries' grids to balance out peaks in demand. Traditionally, however, traffic over the cable has been largely one-way in favour of French electricity exports.

EdF has decided to close an additional three reactors for the summer, while demand is subdued, to ensure they can work throughout the winter without stopping for refuelling.

It says it will remain a net exporter of electricity even this year since it has long-term contracts with foreign consumers it is obliged to fulfil. In 1997, it was the European Union's biggest electricity exporter with 71.4m kWh. Net exports typically reach between 60m and 70bn kWh.

Three of the five sidelined reactors, among the newest in EdF's network, were closed because of a design flaw entailing the replacement of their supplementary cooling systems. The company says the problem with the other two reactors has now been dealt with, but it has yet to receive an authorisation to restart them.

France is one of relatively few countries to have maintained its commitment to nuclear power in the wake of the accidents at Three Mile Island in the US and at Chernobyl in Ukraine.

Its network of nuclear reactors accounts for about three-quarters of the country's electricity production.

In common with other big EU electricity generators, EdF is gearing up for the phased opening of European electricity markets, starting on February 19 1999.

Congress warned on 'resurrected fast-track'

By Nancy Dunn in Washington

Eight US environmental organisations have warned the Republican leadership of Congress against trying to pass the "old, failed fast-track" trade negotiating legislation, rejected last year but now scheduled for a vote in the House during the week of September 21.

The proposed trade bill "is the wrong legislation at the wrong time," according to the environmental groups. It establishes "new and stringent restrictions on the president's ability to negotiate environmental safeguards on future trade agreements". Republicans have resur-

rected the bill, which gives the president authority to negotiate new trade deals, in order to please the business lobby in the run-up to elections. But it faces numerous complications.

The business community has been frustrated that so little of its trade agenda has been given attention. It is alarmed by the proliferation of sanctions bills passed by Congress hindering US companies in dealings abroad.

Also, Republicans have been split on another business priority: an \$18bn payment to the International Monetary Fund for new rescues.

President Bill Clinton, who

has urged Republicans to put off the vote until next year. The trade unions oppose the current bill, which contains only weak provisions for labour, and might be tempted to turn their money into anti-fast track television time rather than Democratic contests in November.

The environmental groups, with 7m members, form an important voter bloc. In a letter to senators, they claimed international trade rules had already undermined important environmental and public health laws in three areas:

• Endangered species: "In an unprecedented display of

arbitrary power," a World Trade Organisation panel ruled against the US ban on shrimp imports from countries not protecting turtles. This would set a "dangerous precedent that could permanently subordinate global environmental protection to trade promotion".

• Pollution: Canada was forced to repeal a ban on MMT, a "toxic" gasoline additive, to settle a lawsuit filed by a US company under the North American Free Trade Agreement (Nafta).

• Forest Health: The US government has set weak pest control standards to comply with Nafta and WTO rules. This leaves US forests

at risk from exotic pests brought into the country with log imports.

Chances of fast-track passage are hobbled by House-Senate disagreement on strategy. On the theory that past fast-tracks have been passed when attached to other more popular bills, the Senate finance committee has put all its trade bills in one package.

The package includes an African trade bill, short of most of its provisions, and passed by the House.

What remains is greater market access for textiles and clothing, which draws fire from those industries.

Entangled in the Senate

Latin America sales disappoint drug companies

By Jenny Lawley in London

The rise of prescription drugs sales in Latin America is unlikely to deliver the growth hoped for by the world's pharmaceutical companies.

Identified by many leading drug companies as the industry's growth hotspot, the region's drug purchasing is now decelerating, according to IMS, the healthcare information company.

In a survey of the world's 13 largest markets for prescription drugs to be published today, IMS still identifies Mexico as the market experiencing the most rapid growth.

With sales up by between 22 and 25 per cent in the main therapeutic areas, Mexico's prescription drug sales rose 24 per cent in the 12 months to April.

However, the growth has still not restored the market to its 1994 levels. The peso crisis led to a sharp fall in Mexican drug sales.

With many prescription drugs bought from local chemists, without prescriptions, and paid for privately, the market is far more vulnerable to economic swings than those which enjoy greater state provision.

In volume terms, prescription drug sales were still 10 per cent lower in Mexico last year than in 1994, says IMS, which predicts that volumes will finally be restored to former levels by 2002.

Drugs companies have, however, made price gains in Mexico. Initially, they introduced heavy discounts to try to encourage sales in a declining market. Prices fell by 16.3 per cent in 1995. But prices have since risen by 23.8 per cent in 1996 and 18.2 per cent in 1997.

Thus, the double-digit growth seen in all three of the leading Latin American drug markets in recent years has now ended.

Elsewhere, the boost to US drug sales provided by the take-off in television advertising continues. Sales of central nervous system drugs, including anti-depressants and sedatives, grew by 18 per cent in the year to April, or \$2.5bn.

This class now accounts for a fifth of all prescription drug sales in the US, with Prozac still the bestseller.

Meanwhile, growth across the five main European markets remained at 5 per cent, taking the region's total spend to \$48.3bn.

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The US is the biggest exporter of foods to Japan, commanding 22.7 per cent of the domestic market, worth \$15.6bn in 1997.

Among the notable imports have been cherries, imports of which have risen from 5,814 tonnes in 1991, when the market was liberalised, to 12,487 last year. US cherries, like US apples, are also less sweet than Japanese ones but are cheaper.

WTO declares Japan's fruit import tests illegal

By Kiyoko Merchant in Tokyo

Japan's ministry of agriculture yesterday declined to comment on a World Trade Organisation interim ruling that its tests on imported apples, cherries, walnuts and nectarines act as an illegal trade barrier. The WTO's dispute settlement panel, which issued the interim ruling in favour

of US fruit importers, will issue a final decision in October.

Charlene Barshefsky, US trade representative, said: "The WTO case reflects our concern about Japan's use of groundless testing requirements that serve only to restrict market access for US agricultural products."

Japan demands repeated testing of existing quaran-

titos to US Golden Delicious and Red Delicious apples in 1994 after intense pressure from Washington. But after heavy imports of 9,935 tonnes of apples in 1995, worth Y1.465m (\$10.4m), sales sank to 103 tonnes last year (Y1.1m), a fraction of the annual Japanese harvest of apples, which exceeds 950,000 tonnes.

Some leading Japanese

supermarkets have stopped stocking US apples. This is partly due to Japanese preference for sweet apples. US apples are less sweet than their Japanese rivals and also suffer from a widely held perception in Japan that they are soaked in preservatives for the journey across the Pacific.

The US is the biggest exporter

ISRAELI BUDGET

Netanyahu backs plan to cut deficit to 2% of GDP

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port tests illegal

SINGLE EU CURRENCY LABOUR LORD TO WRITE TO TOP COMPANIES SEEKING SUPPORT AND CASH

Business chiefs campaign for euro

By David Wighton,
Political Correspondent

Lord Hollick, the Labour peer and chairman of United News & Media, is to head a group to co-ordinate the campaign for sterling's entry into the single European currency. The business-led group, to be launched in the autumn, is expected to take over the lead role in the campaign from the European Movement, which some senior Labour figures fear is seen as too uncritically pro-European.

Lord Hollick is writing to leading companies urging them to endorse the group

and contribute to its £15m (£24.7m) campaign budget. He is urging chairmen to put resolutions to boards supporting a pro-euro position and promising financial support. One of the main aims of the campaign will be to convince the City of the dangers to London's position as a financial centre if sterling stays out for too long.

The group's board is expected to include other pro-European executives such as Niall FitzGerald, chairman of Unilever, along with representatives of the City and small business.

Although business-led, the campaign will have backing

from senior members of the three main political parties. Kenneth Clarke, the Conservative former chancellor of the exchequer; Menzies Campbell, the pro-European Liberal Democrat's foreign affairs spokesman; and Giles Radice, the Labour chairman of the European Movement, are all signed up.

The board will be supported by a team including Philip Gould, one of Labour's chief election strategists; Jane Bonham-Carter, the Liberal Democrats' former campaign manager; and Colin Byrne, a former aide to Peter Mandelson, the chief trade and industry minister.

The team will also include staff from the European Movement and the Centre for European Reform.

The formation of the group partly reflects concern that the European Movement is seen as too sympathetic to federalism and uncritical of Brussels. "Until now the Europhiles have been allowed to paint pro-European campaigners as unconstructed federalists," said a member. "This will be about Britain being at the centre of Europe but pushing for reform."

Lord Sainsbury, one of the European Movement's main financial backers, was

involved in forming the group before his recent appointment to the government.

Pro-Europeans have also been concerned at the financial resources available to Business for Sterling, the anti-euro group launched in June. The campaign has backing from businessmen such as Sir Stanley Kalms, chairman of the Dixons retail chain; Sir John Craven, chairman of Loughborough; and Lord Hanson. "Business for Sterling may be the old warhorses of British Industry, but they are wealthy warhorses," said a supporter of the new group.

THE ECONOMY

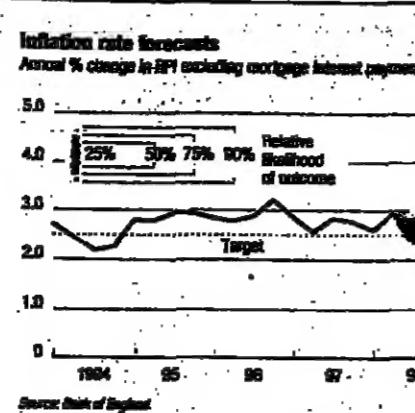
Central bank fails to offer base rate assurance

By Robert Chote
and Richard Adams

The Bank of England, the UK central bank, warned yesterday that inflation is likely to remain above the government's target rate for most of the next two years, despite a sharp slowdown in the economy.

Publishing its latest quarterly Inflation Report, the Bank disappointed business leaders who were looking for a clear declaration that interest rates have peaked.

"It would be dishonest of me to pretend that I can give you an assurance that interest rates will only head



down," said Mervyn King, the deputy governor responsible for monetary stability.

"It's the inflation picture that will drive our decision."

Most economists believe rates have peaked, although a sharp fall in the pound or unexpectedly strong earnings growth could prompt another change in sentiment.

The Bank expects underlying inflation – excluding mortgage interest payments – to drop back towards the government's 2.5 per cent target this month, before rising to almost 3 per cent by the middle of next year and

falling back to the target again by mid-2000.

This is a more pessimistic outlook than the Bank predicted in May, when it forecast that inflation would remain below the target for the next two years. The deterioration reflects unexpectedly strong earnings growth and modest effects from the introduction of the minimum wage and the government's spending plans.

The Bank welcomed figures from the Office for National Statistics yesterday, showing earnings growth had decelerated to 5 per cent in the year to the

second quarter. Private sector earnings growth slowed in part because of lower bonus payments in the financial services sector.

But there was evidence of labour market tightening. Jobless figures showed that the number of people unemployed and claiming benefit fell 26,000 in July to 1.3m. The provisional estimate showed a rise in unemployment in June was also revised to show a 5,000 fall.

The Bank warned that unemployment had failed to rise a consistent with stable inflation. "As demand growth slows, unemployment is likely to rise, reducing cost pressures in the labour market," it said.

The Bank now expects a harder landing for the economy. It expects the annual growth rate to drop to a little over 1 per cent early next year, compared with about 2 per cent predicted in May. "Their view implies that the economy will skirt with recession but just avoid it," said Michael Saunders, analyst at investment bank Salomon Smith Barney.

The Bank is more pessimistic about growth because business surveys point to weaker investment.

They are trying to broaden the definition of higher education by embracing non-traditional subjects such as hospitality management, physiotherapy, media studies and tourism.

In a survey of university applicants, Ucas found that engineering suffered a 28.7 per cent drop in applications over three years, falling from 122,332 in 1995 to 87,239 in 1997.

The physical sciences saw a 26 per cent drop and the biological sciences fell by 12.8 per cent. Professional courses also suffered, including medicine and dentistry, down 1.7 per cent, and architecture, down 31 per cent.

But combined courses, founded upon academic purists, have grown in popularity. Courses which combine science with a social studies or arts subject have seen a 34 per cent increase in applications within one year, rising from 44,357 in 1995 to 60,026 in 1997.

Business and administrative studies saw an 18 per cent growth in applications between 1995 and 1997, and, after social studies, remains the second most popular subject group.

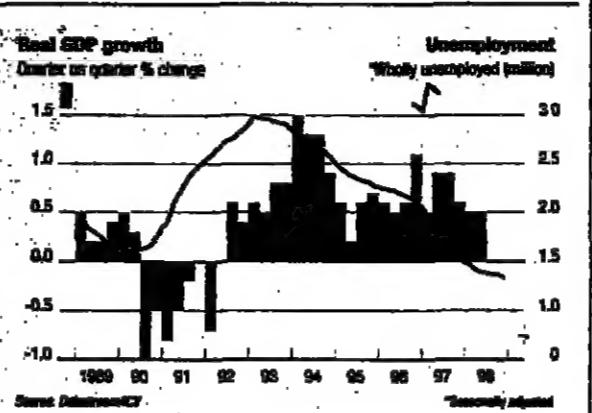
Tony Higgins, chief executive of Ucas, said the "move away from traditional subjects" could be the result of a preference for candidates with more vocational qualifications.

PRIVATISED TRAIN COMPANIES

Watchdog seeks improvement

John O'Brien, the rail franchising director, has ordered train operating companies to submit detailed action plans to improve their performance. The move coincides with publication of new figures by the Office of Passenger Rail Franchising, the industry regulator, showing a widespread deterioration in punctuality and continuing customer dissatisfaction with services on the privatised national network.

Mr O'Brien praised increases in service frequency and seat capacity by some operators. But he said that Optrail's latest quarterly performance monitoring showed punctuality had declined on 48 routes and had improved on only 16 in the year to June 27. John Griffiths, London



Siemens targets rivals in drive to sell plant

By Sheila Jones in Manchester

Siemens, the German electronics company which last week announced the closure of its factory in north-east England, yesterday launched a global marketing campaign in an attempt to find a buyer for the £1.5bn (\$1.9bn) plant.

The company, which said the closure was because of plummeting semiconductor prices, has sent brochures to 800 companies, including market leaders such as Motorola of the US, Fujitsu of Japan and Samsung of Korea.

Adolf Scheibe, the plant's managing director, described the sale as "a first class business opportunity for other manufacturers".

It was open to "imaginative solutions" and welcomed any serious approach.

"There is no point talking about a price at this stage,

as it will obviously be the major point in any negotiations," the company said.

But it faces an uphill battle in a depressed industry in which Siemens is losing money. It has already spent a year trying to find a buyer.

"But the difference now is we have got government support which gives it a different dimension," said Ross Forbes, communications manager.

Siemens won 244m in UK

government aid to open the plant less than two years ago. It has told ministers it will return the money. The government has said its priority is to find a buyer.

Siemens will start to move out machinery and wind down the factory, near Newcastle upon Tyne, at the end of next month. It is due to be completed on January 31.

Mr Scheibe added: "This is a world-class facility which has the most advanced semi-conductor manufacturing equipment. Our people here, too, are the most highly trained and motivated team I have ever worked with. The marketing campaign has support from the very top."

The company has also installed a marketing team at the plant, including experts from the Northern Development Company, the Invest in Britain Bureau and the government's trade and industry department.

High pound hits film industry projections

By Alice Rawsthorn in London

The strength of the pound is deterring Hollywood studios from shooting big-budget movies in the UK, casting a cloud over the government's hopes of sustaining the revival in the film industry.

The steep increase in UK production investment was one of the chief reasons for the industry's resurgence in the mid-1990s. Hollywood

blockbusters – including *Saving Private Ryan*, *Steven Spielberg's* US box office hit, and *The Avengers*, the \$60m Warner Bros. picture released worldwide tomorrow – provided half of the £465m (£767m) invested in production last year.

The UK still has enormous advantages in competing for big Hollywood movies because of our great

studios and world-class crews," he said. "But the strong pound isn't making life easy."

UK production studios have remained busy despite the shortfall in US investment. They have kept their sound stages busy with television commercials and pop music promotions. These tend to use fewer post-production resources, such as editing and visual effects

facilities, which makes them less profitable.

There is no indication of a long-term withdrawal of Hollywood investment. 20th Century Fox is filming *Entrapment*, in England and Scotland. Mr Norris hopes that MGM/UA will film the next James Bond movie in the UK this year.

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Pioneering hairdresser is a cut above the rest

Clive Barrett's business was transformed after he opted for the approach touted by a business think-tank, says Brian Groom

Clive Barrett's story illustrates so well the management philosophy can make that it is almost too good to be true.

Mr Barrett is chief executive and majority owner of House of Clive Reflections, a chain of 18 hairdressing salons. His story begins with his attendance, along with nine other "pathfinder" companies, at a pilot series of workshops in Bristol, the west of England city. They preached the "inclusive" approach to business, promoted by the Centre for Tomorrow's Company, a business think-tank.

Initially, he was unimpressed. Each participant was given newspapers, magazines, scissors and glue and asked to make a collage showing where he wanted his business to be in five years. Mr Barrett found it boring and useless.

"I got home quite unmoved but [later] I realised I had panted on that board my innermost thoughts about what today's hairdressing company should look like," he explains.

Suddenly he saw that his business – based on a cheap, fast service and successful

and values and developed systems for measuring the development of those key relationships.

The inquiry led to the creation of the Centre for Tomorrow's Company, the results of which were published in 1995.

Successful companies, it found, focused on all who contribute to the business – customers, suppliers, employees, shareholders and the community – rather than solely on profit per share.

They defined their purpose

and the scheme attended by Mr Barrett tested four assumptions: that companies face the same fundamental issues; that a company already knows 80 or 90 per cent of what it needs to know to improve performance, albeit scattered across the company; that the remaining 10 or 20 per cent can be learnt from other companies; and that if you gather 10 companies in a structured dialogue, they will find the insights needed for improvement.

Some lessons have been learnt, including the importance of the chief executive's full backing of the scheme. Lack of formal structure, it was found, frightened some companies. But there lay the opportunity too. Mr Obolensky quotes William Blake: "I must create my own system, or be enslaved by another man's."

Mr Barrett could not agree more. "There are no quick fixes or simple formulae. We had to invent our own, involving all our people."



Mr Barrett says there are no quick fixes. Jay Williams

ETBA Finance

ECONOMIC & FINANCIAL SERVICES S.A. (formerly GREEK EXPORTS S.A.)

ANNOUNCEMENT

SECOND INTERNATIONAL PUBLIC AUCTION TO THE HIGHEST BIDDER OF THE TOTAL ASSETS OF GEORGE DOURIOLANDIAS HOTEL & TOURIST ENTERPRISES S.A.

ETBA FINANCE ECONOMIC & FINANCIAL SERVICES S.A. (formerly GREEK EXPORTS S.A.), established in Athens (1 Estathoupoli St.) as special liquidator of GEORGE DOURIOLANDIAS HOTEL & TOURIST ENTERPRISES S.A. which has been liquidated in accordance with the provisions of article 11 of Law 1982/1992, as supplemented by article 14 of Law 2000/1997, as in force today and in accordance with Decree No. 677/1778 of the Board of Directors of the creditor ETBA S.A.

ANNOUNCEMENT

Statement regarding the company and its activity

GEORGE DOURIOLANDIAS HOTEL & TOURIST ENTERPRISES S.A. owns and runs the B.C. VASSIOTARIS hotel complex in the Horn Station area of the Prefecture of Chania, Crete, situated on a plot of land 27,600 m² in area and with a capacity of about 161 beds. The hotel unit consists of a central central building and 8 bungalows with a total area of 1,471 m². Road works have been executed in the surrounding area and there are two swimming pools, a tennis court, an open-air theatre, biological sewage treatment, a waste storage tank, etc. More information and detailed description are contained in the Offering Memorandum.

Terms of the Announcement

1. The auction will be conducted in accordance with the provisions of article 4(a) of Law 1982/1992 as supplemented by article 14 of Law 2000/1997 as in force, the terms contained in the present announcement and the terms contained in the offer of the creditor.

2. For a fuller assessment of the company for sale, interested buyers are invited to receive, on signature of a confidentiality agreement, the detailed Offering Memorandum and ask for other information.

3. In order to participate in the auction interested parties must submit a sealed, binding offer to the notary public assigned to the auction, Mrs. Christoula Botsari, Chania, tel. (0825) 91303 by 12:00 noon on Monday, 7th September, 1998.

4. Interested buyers are invited to attend the auction and receive a detailed description of the assets for sale, as well as the terms

MANAGEMENT AND TECHNOLOGY

TECHNOLOGY SOLAR REFLECTORS

Experiment blurs the line between night and day

Miranda Eadie explores the Russian plan to launch a giant mirror into space so sunlight can be reflected on to dark corners of the globe

It is the stuff of tabloid sensation: a Russian experiment to "light up the sky" from space.

When news of the project, planned for November, reached the British popular newspapers last month, their reaction was typical of the mid-summer "silly season": when news is scarce, doom-laden warnings of a future where "Man plays God", night is banished and the planet's ecosystem is imperilled by "mad professors" duly followed.

The Russian scheme may sound like pie-in-the-sky, and there is plenty that can still go wrong, but it is serious. They intend to direct a giant beam of sunlight from a 27m-diameter solar reflector orbiting in space on to selected cities, including London, Frankfurt and Brussels.

The spot of reflected light,

about 8km wide, would shine on each city for five minutes and would be as bright as 10 full moons. If all goes well, it will happen just before dawn on November 9.

The experiment, known as Znamya 2.5, would be the second in a programme that aims to culminate in the launch of a space-based illumination system consisting of a cluster of 12 reflectors - each 200m in diameter. Together these would shine as brightly as 100 full moons and could bring light to five large cities, according to the Space Regatta Consortium (SRC), a group of Russian organisations that created the project and is based in Korolev, near Moscow.

The main aim of the experiment is to test a technology that will enable both the deployment and control of large structures in

rhythms. Some even fear it would cause the Arctic ice to melt. The UK's Institution of Lighting Engineers, which promotes better lighting for safety and comfort, says the concept is "polluting and unnatural".

But Vladimir Siromiatnikov, Energia's technical engineer for the mission, says such complaints are based on "hysteria and ignorance". He has set up a web site (<http://src.space.ru>) to clarify and defend the project.

"During the November experiment, illumination will be carried out for a very short period of time [approximately three to five minutes] and only during the pre-dawn hours, thus posing no threat whatsoever either to the environment, to the population, or, more especially, to those involved in celestial observation," says Prof Siromiatnikov.

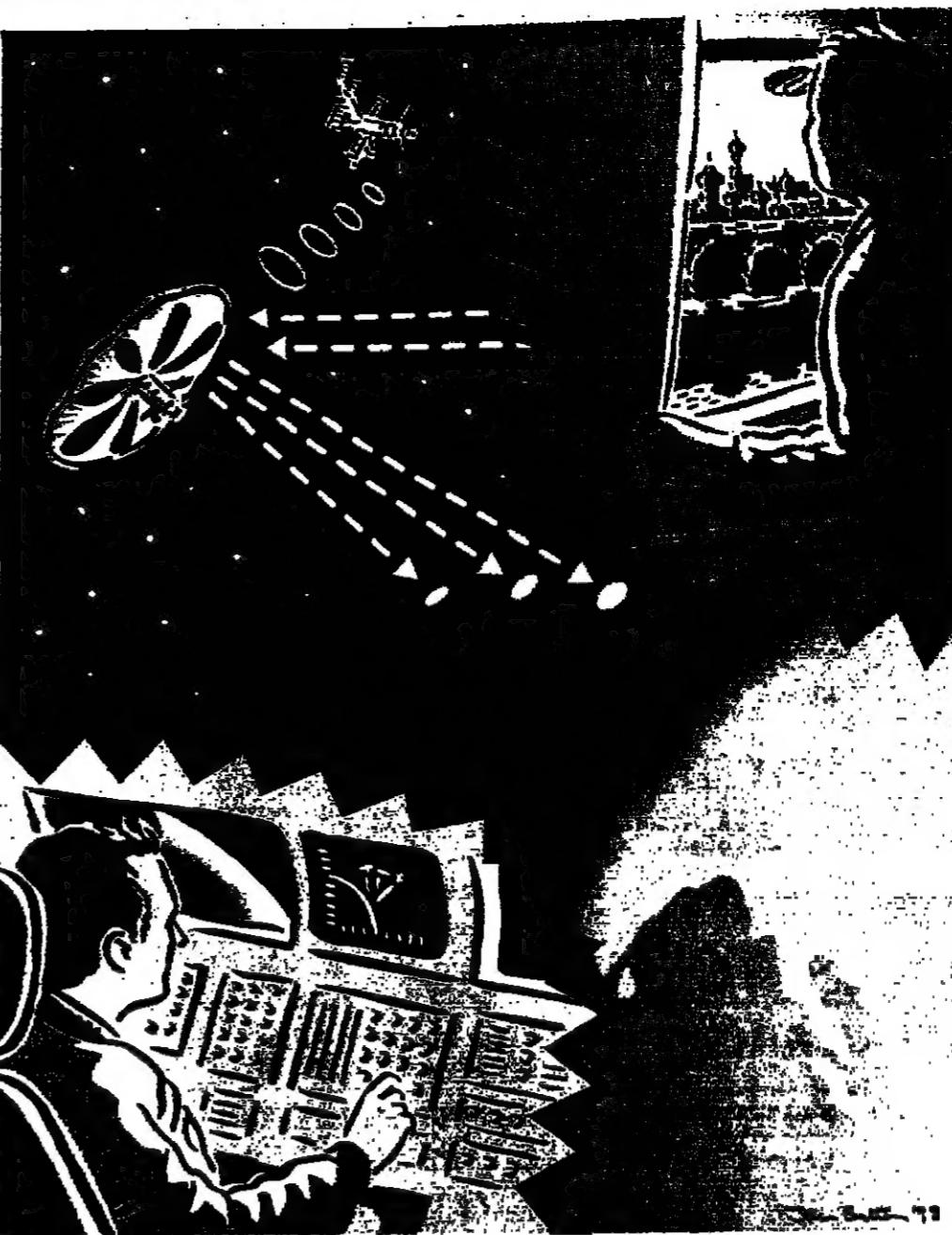
Any future space-based illumination system would most probably be used initially in the polar and sub-polar regions during the polar night "day-hours". He says astronomers do not usually observe the night sky at this time.

Because illumination would occur before sunrise and after sunset - when there is already a lot of outdoor activity - it should not pose any threat to human biorhythms or other events, he says.

As for the Arctic ice, Prof Siromiatnikov says the temperature rise within the illuminated area (compared with that caused by the moonlight) is nominal, since the cumulative size of the illuminated areas is infinitesimally small on the global scale. The moon, he says, contributes to an approximate 0.1°C increase in the earth's temperature.

The Znamya 2.5 reflector will involve a 70m solar reflector with an integrated, rather than divided, design. SRC believes it should be ready for flight by 2000. The final system, with the cluster of 12 reflectors, should be ready sometime between 2003 and 2015.

Photograph: Energia



Progress M-40, carrying rubbish away from Mir, is unlocked (see panel).

Preliminary estimates show that an experimental illumination system from space could bring profit in two to three years. But this assumes that expenses on conventional lighting in big cities covered by the service will be halved.

Prof Siromiatnikov says the probability of the final part of the project being realised depends largely on finance. One of the aims of Znamya 2.5 is to encourage other organisations to invest.

So far the European Space Agency (ESA) and the French space agency (CNES) have shown interest.

Mr Faranetta believes realisation also depends on the environmental impact.

"If it was proven that there would be a negative environmental impact the project would not go ahead," he says.

Mr Faranetta is adamant that it is worth developing the technology being tested on Znamya 2.5. It would solve two of the big problems that have held up the use of large structures in space: how to deploy them and how to control them. "Once this has been mastered the technology will have several applications - for example on solar sails, on giant space telescopes, and even on satellites being used to produce power from space," he says.

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THE ARTS

CINEMA

Antidotes to the silly apocalypse season

Nigel Andrews is brought down to earth from virtual reality by this week's crop of new releases

Is there room for human beings in this age of monsters and meteors? The frightening thing about a summer of *Godzillas*, *Armageddon* and *Deep Impact* is that the brainless enormity of the films themselves – gaudiness and nihilism have always gone together in disaster cinema – but their ghostly influence on other films...

We cannot attribute direct cause and effect; we cannot say that *Eve's Bayou* and *Metroland*, let alone the two-year-old *Firelight*, were actually rendered feeble by the 1998 Silly Apocalypse season. But the plodding ineffectiveness of these films about un-digitized, uncataclysm'd, everyday humans may be down in part to an epoch so hyped on the large and hokey that it can no longer encompass the small and detailed. Who cares about reality in the wacky, fun-filled immensity of virtual reality?

No wonder present-day films can seem like yesterday's, nervous and antediluvian as they fumble for modern relevance. *Metroland*, directed by TV veteran Philip Saville and opening in Britain next week, turns Julian Barnes's spry satirical novel on British suburbia into a Boulting Brothers comedy *reduces*; or rather – this being in colour – into one of those oak-la-la 1960s Rank Organisation romps where Dirk Bogarde, say, discovered French girls, and where the humour and Technicolor were both dolloped on as if from a sauce bottle.

Christian Bale is our hero here, bumbled through a sexually troubled schoolhood ("Are you trying to queen me, sir?") and vodka-swilling late adolescence before settling down in Metroland. Here he feels the onset of *desire* sub rosa. When his wife Emily Watson asks "What have you got to panic about?", he answers "Nothing; that's what worries me." The consequence is, he goes into an extended flashback (and do we mean extended?) about a last-fling, post-school Paris sojourn. This sequence lasts so long that we wonder if the projectionist has mistakenly threaded an out-takes reel from *Tony Hancock's The Rebel*.

Then Bale returns to life in leafy North London. For those born since the

age of *Betjeman*, the film's title refers to the dormitory Utopia that grew up around the Metropolitan Line. "Metroland isn't a place, it's a state of mind" muses John Wood as "the retired computer," a sort of flitthrough chorus figure.

We get this point from Barnes's book, without too much nudging. In the film we are nudged black and blue. With over emphasis rife we want to protest in Sybil Fawlty tones "Oh yes,

METROLAND

Philip Saville

EVE'S BAYOU

Kasi Lemmons

FIRELIGHT

William Nicholson

GANG RELATED

Jim Kouf

MAJORETTES IN SPACE

François Ozon, Bruno Rolland, Pierre Salvadori, David Fourier

we know" as Saville and screenwriter Adrian Hodges labour the freedom and self-expression of the world's Bohemians – quintessentialized by Paris – versus the metronome ordinariness of life in Britain's answer to Stroopf.

Lively performances help, especially from Elsa Zylberstein as Bale's Paris girlfriend, all teasing giggles and sly line-readings. But the film's lumpy style and structure end up rendering it as toeguish as its target. *Metroland* is not so much a spoof, more an epitomization of the Metroland spirit.

For serious *ezuzi*, however, you need *Eve's Bayou*. Inexplicably lauded in some quarters, this 1960s-set saga of black familial torment is like *Mourning Becomes Electra* without the jokes; or like a Toni Morrison novel that has ruptured itself while trying to turn into a TV soap opera. Skies rumble and winds sough in the Spanish moss as suspicions multiply in an Afro-Louisian

an dynasty. Is dad Samuel L. Jackson having it off with a neighbour's wife? Did he abuse his pubescent daughter? Did her 10-year-old sister see any, or all, of this? And where was Dr Kinsey when the deep south needed him?

The film is morduously slow. Actor-turned-director Kasi Lemmons (who played Jodie Foster's friend in *The Silence Of The Lambs*) must have watched *Roots* as a child. Messages are spelled out for the deaf. Music and weather are both made ominously à propos. And crucial scenes are usually doublebacked twice, so that if we missed them the first time we can be nudged or woken by a considerate friend for the reprise.

No comfort, alas, from *Firelight*, the directing debut of playwright William Shadokind's Nicholson. He screen-wrote this tale of a comedy young Swiss woman (Sophie Marceau) who is hired to bear a rich Englishman's (Stephen Dillane) child and then returns years later, defying her contract, to re-stoke his flame and tend their unsuspecting daughter.

The film has been on the shelf so long that the distributors have forgotten to update the press notes. These announce that "Lisa Williams (supporting actress) stars in the Royal National Theatre's production of *Shakespeare's* which transfers to New York in the fall of 1998." Williams is now two years older and so are we all, helped on by this movie that ponderously patch-quilts bits of other films and texts – *French Lieutenant's Woman*, *The Piano*, *Jane Eyre* – and even then does not have enough material to fill 107 minutes, let alone a screen wide enough for *Lawrence Of Arabia*.

Gang Related is more watchable, just. "This is no way to repair a marriage" says policeman James Belushi's sleep-deprived wife as he rises before dawn for another hard day's graft and corruption. His oft-repeated motto is "You should never lose your sense of humour." But though full of good lines, this may, cynical thriller from writer-director Jim Kouf finds its wit constantly rolling out of view like an erratic coin.

Spare-time drug profiteers Belushi and partner Shepik Kapur go into panic mode when a dealer they kill turns out to have been an undercover



Not so much a place as a state of mind: Christian Bale and Lee Ross in *Metroland*

Drug Enforcement agent. Back in cop uniform they interview the "usual suspects" before decide to frame bearded hobo Dennis Quaid for the murder. Then they find that like everyone else in the film he is not what he seems.

The who-Quaid-is revelation is the funniest moment. Kouf, who wrote *Stakeout*, is good at making the unimaginable plausible and at surprise twists that give his characters a kind of

existential whiplash. He also encourages good chemistry – A-level standard at least – between Belushi and Kapur, the rapper-actor who by unseemly coincidence was shot dead in "gang-related" circumstances a few days after filming. Perhaps this cast a shadow over postproduction. Lethargic editing and the piling up of Act 3 corpses produce a "who cares" finale after a first hour tolerably full of "what nexts?"

Majorettes In Space is a programme of five gay short films. Aunt Edna will love these, especially the one where a condom is unrolled over a standing member or the later film where a gay youth has a lapsed but graphic sexual encounter with a girl. No masterpieces here, but one minor delight in François Ozon's *A Summer Dress*; a Rohmerish comedy about the transfiguring power of chance meetings.

Shakespeare twisted to serve the needs of an egomaniac

THEATRE

ANTONY THORNCROFT

Chimes at Midnight
Chichester Festival Theatre

Orson Welles had become obsessed with Shakespeare in his teens but it was 30 years later, when he had acquired a reputation as large as his girth, that he put his indelible mark on the canon.

Chimes at Midnight, a re-working of the Falstaff scenes from Shakespeare's Histories to show off Welles to his fullest advantage, was his last great triumph, at least in the movie version. The earlier stage adaptation failed to make waves and Patrick Garland's revival at Chichester is, at the very least, a curiosity.

It has one inestimable attraction – Simon Callow, Welles' latest biographer and his rival in idiosyncratic genius, plays Falstaff. He brings to the performance two crucial qualities – he looks the part, like a be-whiskered pickled onion, and, even

more, he loves the part. Falstaff is a dreadful rogue, a thief, a rasher, a coward and a braggart, who gets justly deserved at the end by his princely pigeon Hal, but he is always portrayed sympathetically by actors.

This is sadly at it should be – for if the audiences did not feel devastated as Falstaff when the new King claims "I know

othy Bateson's prating Justice Shallow remembers "the chimes at midnight" that were so many decades ago, with most of the fellow roisterers dead.

Without Callow, *Chimes at Midnight* would only be worth seeing for the usual Chichester bombast – large casts, beautifully crafted 15th-century costumes, and some striking trompe-

the play is a re-working of Falstaff's scenes from the Histories originally made to show off Orson Welles to his fullest advantage

thee not old man; fall to thy prayers" than old man; fall to thy prayers" than one of the great scenes in drama goes by the board.

But Callow is a mite too loveable, both in the way he hangs round Prince Hal's neck, and in his good natured banter in the tavern. He is less well-rounded in character than in shape; it does however mean that you freeze with him at the moments of truth, most chillingly when Tim-

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HL sees the
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FINANCIAL TIMES

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Thursday August 13 1998

A touch of the old Kohl

Don't write him off yet! Helmut Kohl, the indefatigable German chancellor, came back from his summer holidays this week, and plunged straight into the election campaign which most political observers still expect him to lose. But with just over six weeks to go before election day, the opinion polls suggest that the lead of the opposition Social Democrats is shrinking, and Mr Kohl seems to have recovered a bit of his old lust for the hustings.

Yesterday he presented the core of his Christian Democrat party's programme: a reviving economy, just in time (although maybe not to get unemployment back below 4m), and a package of tax reforms which were blocked by the SPD in the parliamentary process last year. Add those to a tough stance on law and order and immigration, moderated by the chancellor's tried and tested commitment to European integration, with a strong stress on decentralisation, and you have a presentable election platform.

The tax reform plan is a key element. Germany's complex and cumbersome tax system urgently needs overhaul, with too many special concessions designed to offset excessively high marginal rates. Mr Kohl is promising a cut in the top rate of income tax and in the bottom rate, neatly designed to appeal to everyone. Voters know the old system is creaking and discredited. But Oskar Lafontaine, the SPD chairman, has promised to block Mr Kohl's reforms once again if he dares to win the election. That tactic could backfire.

The CDU package, it must be said, sounds rather more coherent as an election platform than it ever appeared in the muddled

reality of coalition government. The Kohl regime has looked increasingly fractious and divided in recent months, and it has delivered little in the way of new initiatives in its four years in office. Its ideas are scarcely new, except for a rather worrying shift to the right on immigration. They launched what they hoped would replace it in the Network Computer.

It is little more than two years since Larry Ellison, head of Oracle, the software company, and Scott McNealy, head of Sun Microsystems, the computer group, announced that the personal computer was yesterday's technology. They launched what they hoped would replace it in the Network Computer.

They made headlines by predicting a world in which people would ditch their PCs in favour of cheap, simple devices consisting of little more than a screen and a keyboard. These would be connected through the Internet or through private corporate networks to powerful computers which would perform whatever instructions were sent to them.

Since then, Network Computers have bombed - selling fewer than 350,000 last year - while sales of PCs have continued to grow. So are Mr Ellison and Mr McNealy now lamely chewing their words?

Not a bit of it. Much of what they forecast is now coming true - although, as so often happens with grand prophecies, they are turning out to be as inaccurate in detail as they were perceptive in general.

Network Computers may have failed as a product, but network computing - the model of computing that they first outlined - is making strong progress in several different guises. In broad terms, it is now widely recognised as the future for corporate IT systems.

Network computing refers to any IT system that takes computing power and software away from the desktop PC and distributes it to other machines around the corporate network. This process, also known as making the "client" - the desktop or laptop machine - "thinner", is being achieved without the need to buy Network Computers. Instead, PCs - some of them quite powerful - are simply adapting to their new role.

At present, most companies run a large number of personal computers capable of carrying out a range of functions, from writing memos to preparing business accounts. These are linked to databases on central computers, called servers, which hold the company's files and data.

The trouble with this set-up, as almost any office worker can testify, is the high maintenance required to keep a PC equipped with the latest software and to prevent it from breaking down in the hands of ham-fisted employees. Analysts say the cost to a company of maintaining just one PC is about \$6,000 a year.

This could be greatly reduced. When every computer is wired into the internet and thus linked to powerful servers, there is no need, for each box, to have the power on board to perform every function. Instead it can call on other, better-tended and more robust machines to do the work.

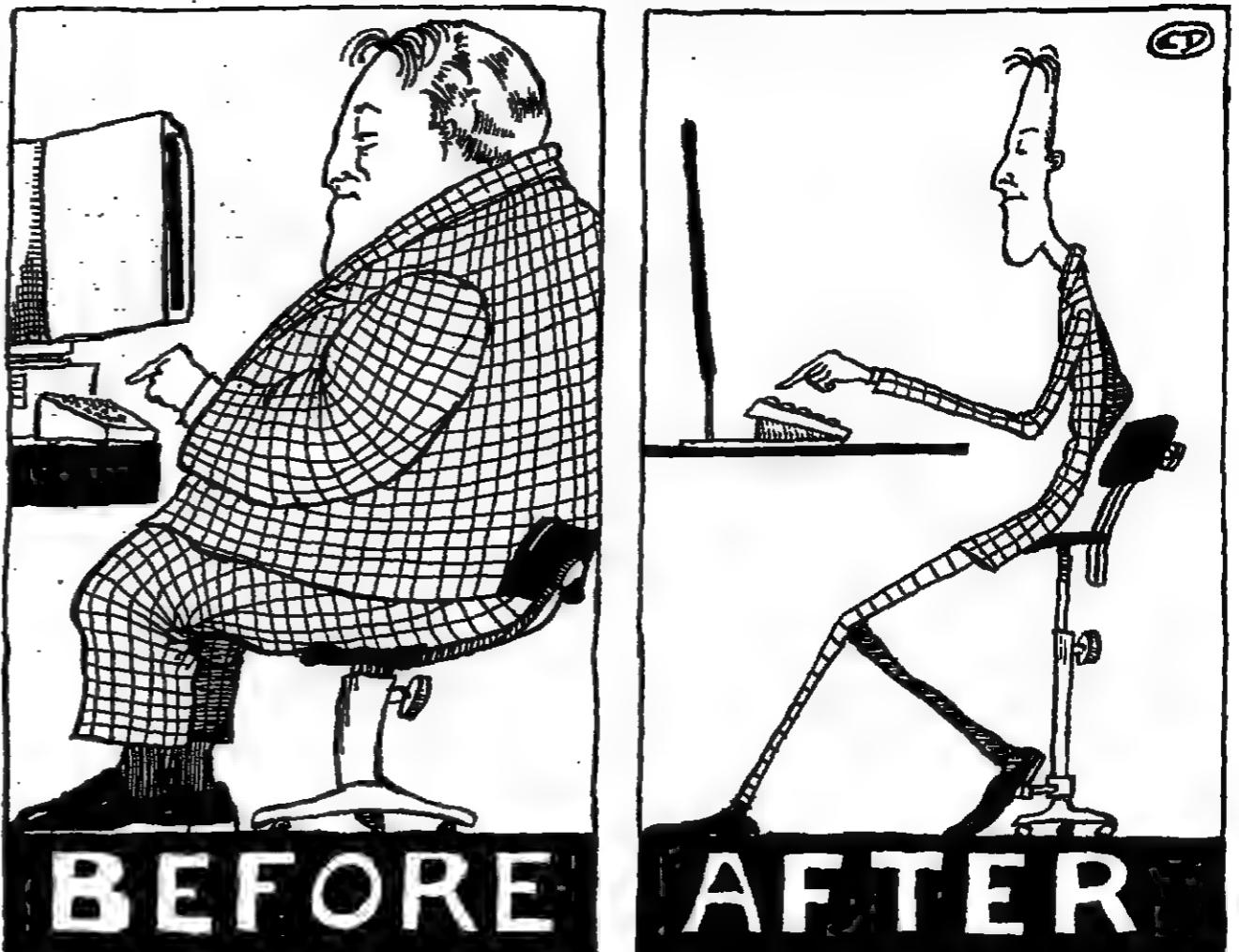
International Business Machines, the world's largest computer company, says no forward-looking company would dare suggest any other approach to computing these days. Oracle is equally emphatic that this is the only way to go.

A report from Zora Research, the industry analyst, argues that, in the short term, companies will adopt a range of strategies for gradually taking computing power off the desktop and that eventually desktop machines will operate principally as thin client

COMMENT & ANALYSIS

The rise of the lean machine

More companies are taking computing power and software away from the desktop PC - known as 'thinning the client' - and distributing it around the corporate network. Roger Taylor reports



devices. Financial logic is forcing the pace of change. The more a company keeps its software on a central computer, the easier and cheaper it is to maintain and upgrade the system.

To take one example, Citrix, a Florida-based company run by former IBM executives, recently introduced a new system for Bell Mobility of Canada. The employees who deal with customer inquiries had been working with PCs. They have now been issued with simple thin client devices linked to central servers that do all the work. In the past, says Citrix, delivering new software to every desktop was a lengthy process. In the new set-up it takes just 40 seconds. Such savings could be reason enough to push a company towards network computing. But other developments also play a part.

The acceptance of the internet as a central part of any business's operation is one. Initially, the business potential of the internet was seen as mainly in terms of advertising and then as a means of transacting business. But the internet and the public networks will soon be able to provide much of the infrastructure for a company's own computer network.

Telephone companies are rapidly adopting the technology of the internet and corporate data networking by building into the fabric of the public telephone system the switches and routers that manage the flow of data between computers. The result is the "virtual private network", whereby telephone operators can offer corporate clients secure and reliable computer networks run over public wires.

Mark Jarvis, senior vice-president of marketing at Oracle, says virtual private networks will have "an enormous influence", as companies will no longer face the cost and hassle of

setting up their own networks. They will be able to subcontract what they need from the phone companies. It will also increase the flexibility of networks, making it relatively easy to give new people access to a system - or remove them - wherever they may be located.

Distributed computing is another buzzword in this emerging market. Instead of writing a new, self-contained piece of software for a particular task, distributed computing combines functions from different parts of a corporate IT system and makes them work together to produce the same result.

This means that not all the software necessary to run a particular programme will exist on any one machine. The PC on the

idea of the Network Computer. Microsoft is now making much of the running in the market for network computing. The company reversed its initial scepticism last year when it began a series of initiatives in the thin client market. It has licensed technology from Citrix that allows almost any device with a keyboard and a screen and linked to a server to run programmes using Microsoft's Windows operating system. Microsoft has also developed the Windows Terminal - its own version of the Network Computer - which works with the Windows Terminal server.

Oracle maintains that Microsoft is still too committed to "fat clients" to be credible in network computing. But the figures suggest otherwise. Of the total number of thin client devices shipped last year, most were designed to operate Windows-based systems.

Such pressures have led Zora Research to conclude that "long-term forces will ultimately lead to the widespread deployment of thin client architecture" and that software companies will increasingly write programs for the server rather than for the desktop machine.

All this should be music to the ears of Messrs Ellison and McNealy, but any pleasure they might take will be spoilt by one big difference between their ideal of network computing and the reality. They hoped that the Network Computer might break the power of Microsoft. In this respect, it has failed dismally.

Having initially rubbished the

will be able to access most networks. However, Mr Brown predicts that the move to network computing will have little effect on the relative positions of leading companies.

Newer companies - with a few exceptions, such as Citrix - will find it hard to take the opportunity to break into the market, as most corporate customers will entrust such large-scale projects only to big-name companies.

The list of winners is therefore likely to include familiar names: Microsoft, Sun, Oracle and IBM. Furthermore, the market will divide much as it does now, says Mr Brown. He predicts Microsoft will get 70 per cent of the market by volume - holding on to those customers who work at present mainly on Windows-based systems - but will take a much smaller percentage of market by value. Oracle, Sun and IBM, he says, will continue to supply larger enterprises with more demanding requirements.

Java, the computing language developed by Sun Microsystems as the lingua franca of network computing, will become the basis of computing outside the Microsoft-dominated world, he argues. But it will, at least in the short term, fail to deter the large number of companies that will want to continue working with Microsoft systems.

In the longer term, the use of Java could bring much bigger changes as it will allow applications to run on almost any kind of computer system. The choice of operating system for the entire network system could then become unimportant.

But for now the move to network computing seems unlikely to unseat any leaders or create new champions. Mr Ellison and Mr McNealy will have to satisfy themselves with being right in principle, rather than the commercial victory they craved.

OBSERVER

Cypriots check bishop's move

Greek-Cypriot bishops are often mixed up in business. The late Archbishop Makarios' dealings resulted in the Orthodox Church acquiring stakes in the island's profitable banks and mining businesses.

But one cleric has managed to land himself in a spot of bother - Bishop Chrysanthos of Larnassos, who was already the subject of some curiosity on the part of his parishioners about why he had a bank account containing more than 1m Iraqi dinars.

There have also been questions about what happened to the \$700,000 - said to be a gift from a Russian businessman - that was presented to the

diocese to finance the construction of a Russian Orthodox church in Larnassos for the town's expatriate Slav residents. There was some embarrassment when Patriarch Alexei, head of the Russian Orthodox Church, publicly queried why the church was not being built.

Now Bishop Chrysanthos has been questioned by Cypriot police investigating a complaint from a British businessman. He said that he was guaranteed a 300 per cent return on a property deal by a group of people posing as the Bishop's advisors.

Archbishop Chrysostomos, head of the Orthodox Church of

Cyprus, has called the bishop "naive" and "stubborn", reminding the Larnassos faithful of Chrysanthos' disastrous purchase of a derelict asbestos mine a few years back. But, for the moment at least, he and the other bishops seem prepared to be charitable.

Green machines

It was good to see four of Germany's 16 Länder - federal states - acting to help the environment yesterday, with the country's first driving ban. Lorries were banned completely

- unless they were low-pollution ones. Or clowns. Or carrying live animals or perishable goods.

The strict Green measures for cars didn't interfere with people's lifestyles too much. Commuters

who would otherwise find it hard to get to work were exempt. As were doctors. And those with low-pollution cars could drive to their hearts' content. The same went for cars with approved catalytic converters.

Apart from that, people weren't allowed to drive their cars at all. Unless they were going on holiday. Or coming back.

Shuttle diplomacy

As if diplomacy in the Balkans wasn't dangerous enough, Russia's deputy foreign minister Nikolai Afanasyev - who's trying to mediate in Serbia's nasty war in Kosovo province -

took a few days off to go hang-gliding. He fell off a hill and broke his leg.

With gleams of the Kremlin's normal standard, the Russian embassy in Serbia said the envoy had cancelled his foray into Montenegro because of illness. Under pressure, it now admits that he hurt his leg, but won't say how.

Maybe politicians should simply refrain from throwing their weight around in the Balkans.

Hostile climate

Goldman Sachs' role advising AlliedSignal in its \$9.8bn hostile bid for AMP caused some raised eyebrows on Wall Street, though

the strict Green measures for steering clear of hostile takeovers is much exaggerated. It has advised predators in memorable attacks such as BP's on British in 1987 and Ford on Jaguar in 1989.

Goldman says it has no set policy, but takes part "cautiously, rarely and selectively". In reality, it has been ready to help long-time clients with hostile bids, but reluctant to act as a hired gun.

Observer suspects that, once Goldman changes from a partnership to a public corporation, market forces might force it to be a little less choosy.

Full Monty

Bill Gates' loyal band of envoys have long dismissed the US

government's antitrust lawsuit against Microsoft as a joke. So they may have been surprised to see Microsoft's defence citing a bunch of British jokes.

Buried deep in legal papers is a claim by Microsoft that it is acting like Monty Python - "the British comedy group", it helpfully explains - in trying to protect its interests. Microsoft said Python had won an injunction against ABC television over plans to broadcast edited highlights of "the group's occasionally off-colour comedy sketches".

That wouldn't include the one about the ordinary man who was mistaken for the Messiah, would it?

House call

Hong Kong's "touchbase" policy - in colonial times it granted citizenship to all immigrants - is just a footnote in history, but hundreds of mainlanders still head for the territory's bright lights. Wong Siu-hung, 29, was one such. He crossed the border clutching the underbelly of a container truck then tried to break into the first house he came across to find food.

Bad choice. It was the official weekend retreat of the territory's leader, Tung Chee-hwa, so Wong was swiftly picked up and charged with attempted burglary.

He has just started a 33-month stretch in a very different style of government accommodation.

Financial Times

100 years ago

The Queen (Victoria) Speaks Both Houses of Parliament met yesterday for the final ceremony of the prorogation. The Queen's Speech included the following passage:- "My Lords and Gentlemen, I thank you for the liberal provision which you have made for the defence of my Empire. The sacrifices which have been

asked of you are severe, but they are not greater than the exigencies of the present time require. Changes which have taken place in the territorial relations of other Powers with the Chinese Empire have induced me to conclude agreements by which the harbour of Wei-Hai-Wei and certain positions adjacent to my colony of Hong Kong have been leased to me by the Emperor of China."

50 years ago

India's Independence Calcutta, August 12. The economic effects of partition of India have been much more serious than was anticipated. The inflationary forces which were in process of being checked just prior to the formation of the new Dominion have gained in strength. The Government's industrial policy has not merely disappointed Indian industrialists, but has left them bewildered.

INSIDE

**Mediobanca in move to
revive bank merger talks**

Mediobanca, the Milan-based investment bank, again tried to encourage a merger between Banca Commerciale Italiana and Banca di Roma. HOP, the holding company linked with Mediobanca, sold its 1 per cent stake in Credito Italiano while boosting its holding in BCI, Credito's main Milan rival, to 2.2 per cent. Page 15

Electronic trade accepted in Chicago

There is now a widespread realisation that screen-based trading systems will play a significant role at the world's two largest futures exchanges - the Chicago Board of Trade, chaired by Pat Arbor, and the Chicago Mercantile Exchange, chaired by Scott Gordon (left). The question is no longer when or whether the exchanges will adopt electronic trading, but how. Page 20

BT to buy Concert stake from MCI
British Telecommunications is to pay \$1bn for MCI's 24.9 per cent Concert Communications stake after MCI's takeover by WorldCom, a rival US group. It will be the last deal in the episode in which BT lost a struggle with WorldCom for MCI last year. Page 18

Sumitomo pays \$99m to settle suits
Sumitomo Corporation, the Japanese trading group, took another big step towards clearing up after the copper market fraud committed by Yasuo Hamanaka, its chief trader, by agreeing to pay \$99m to settle six class action lawsuits filed against it in New York. Page 22

Manila shares slide to 66-month low
Manila's benchmark composite index took another drubbing, ending down 4.8 per cent on the 66-month low. The country is losing what little lustre it had as the extent of its economic downturn becomes clearer and traders take flight from new president Joseph Estrada (left), the populist former movie star. Emerging Market Focus, Page 32

Strike closes world's largest mine
The world's largest gold and copper mine, in Iran Jaya, has shut down because of a strike by part of its workforce. The Indonesian affiliate of US group Freeport McMoRan Copper & Gold, which runs the mine, said up to 4,000 workers had walked off the job on Tuesday. Page 22

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COMPANIES & MARKETS

THURSDAY AUGUST 13 1998

CalEnergy to use UK experience

By Tracy Corrigan in New York

CalEnergy, the US-based power company, is to apply the experience gained through its subsidiary, Northern Electric, to its \$4bn acquisition of MidAmerican.

CalEnergy confirmed yesterday that it had agreed to buy MidAmerican, which provides

electricity to customers in the Midwest. It was the first move which it bought in December 1996 for \$750m (\$1.27bn).

David Sokol, CalEnergy chairman and chief executive, said the information technology systems of Northern Electric had allowed it to tap new customers outside Northern's geographical retail base, and that these skills would be

applied to the development of MidAmerican. MidAmerican's distribution base is in the Midwest, but CalEnergy owns generation in the west and north-east.

Mr Sokol dismissed speculation that CalEnergy might divest Northern Electric, which it bought in December 1996 for \$750m (\$1.27bn).

"We're there to stay," he said. "We want to make it clear we are not selling Northern Electric."

A wave of acquisitions of UK electricity companies in the wake of privatisation has been followed by a spate of divestments. Entergy has put Lon-

don Electricity up for sale and Dominion Resources sold East Midlands Electricity.

CalEnergy will pay \$21.15 cash per MidAmerican share, a 36 per cent premium to Tuesday's closing price, valuing the company at \$4bn, including \$1.4bn of debt and preferred stock. The companies also said they had signed a letter of intent to develop a 500 megawatt gas-fired power plant to sell power into Illinois and other markets, and cited this as an example of the new company's ability to "pursue opportunities... as the Midwest power market deregulates".

Analysts said the deal fitted CalEnergy's strategy of acquiring US distribution. It is the first time that an independent, unregulated power producer has bought a regulated utility with generation and distribution.

Most deals in the sector have been driven by consolidation, or convergence of electricity and gas, according to Kyle Rudnits, power analyst at J.P. Morgan.

"It's a unique deal," he said.

However, he added, that

although the deal would diversify CalEnergy's earnings and provide a substantial asset base from which to grow, the premium was one of the high-

est seen in the sector. "I will say that they paid up." He said.

He also warned that it was unclear "how profitable it will be to own the retail customer base" in a deregulated US electricity market. The company said the deal would be sensitive to earnings in the first year after completion.

Mr Sokol will be chairman and chief executive officer of the renamed MidAmerican Energy Holdings Company following the completion of the deal. Stanley Bright, chairman, president and chief executive officer of MidAmerican, will become vice-chairman of the board and a member of its executive committee. The company will be based in Des Moines, Iowa.

Scandinavian Airlines System yesterday reported a 51 per cent rise in first-half profits as cost savings generated by its membership of the six-airline Star Alliance compensated for modest traffic growth.

SAS, which is 50 per cent owned by Sweden, Denmark and Norway, saw pre-tax profits increase to SKr1.45bn (US\$150m) in the six months to June 30, up on sales ahead 4 per cent to SKr15.8bn.

The carrier said it was enjoying synergy benefits from the alliance with Lufthansa, United, Air Canada, Thai Airways and Varig of Brazil, particularly in areas such as aircraft maintenance, handling, catering and ticketing.

SAS declined to put a figure on the cost reductions, saying only that they would be comfortably ahead of the SKr150m savings achieved last year. Such savings offset losses incurred from labour disputes in Denmark and Norway.

The airline, whose employees are represented by about 60 different unions, lost SKr850m when much of its long-haul fleet was grounded by Denmark's national strike in May. Cancellations and delays in the second quarter undermined the 6.8 per cent traffic growth seen in the first quarter, and reduced the overall increase in first-half traffic to 1.6 per cent.

Gunnar Reitam, chief financial officer, said the impact of the labour dispute and an unexpected currency loss of SKr220m would hamper full-year growth.

"With reservations for uncertainty in our markets, particularly due to the crisis in Asia, operating income for the full year is expected to be on a level with the 1997 result," he added. Pre-tax profits last year were SKr2.1bn.

The carrier plans to unveil a new corporate livery, its first in 18 years, to coincide with a wide-ranging fleet renewal in the fourth quarter.

On Tuesday Sir John said BP-Amoco would not settle for third place among the big three. He said the new group would compete across the board, with Shell and Exxon for the most attractive projects in the industry. It also wanted to set the pace of competition.

World stocks, Page 22

Virgin to return to capital markets

By Jonathan Perk

Richard Branson's Virgin Group is expected to return to the capital markets this autumn for a round of fund raising designed to reinforce existing debts and release capital in a move of investment in new business ventures.

The exercise will involve a high yield bond issue of up to \$200m in October for Virgin Entertainment, which owns two mobile phone networks, one of which is understood to be Celnet, about launching a mobile phone service in the UK.

If Virgin goes ahead with this project, it would follow on the heels of a number of other ventures the group has launched in the past four years.

Mr Branson is still considering whether to list Virgin Atlantic on the stock market in a move that could value the long-haul airline at up to \$1bn.

Virgin, which is one of the

UK's largest private business groups with sales of nearly \$2bn, said it was in talks with two mobile phone networks, one of which is understood to be Celnet, about launching a mobile phone service in the UK.

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There was considerable speculation about the fees the two companies will pay to their advisers. There were suggestions that BP would pay as

mainly because of the cost of funding start-up ventures.

The Financial Times today publishes an analysis of Virgin's expansion over that period, looking at the group's cash flows and how it has financed these new ventures.

It shows that the Virgin group has spent more than it earned in the last two years,

mainly because of the cost of funding start-up ventures.

Mr Branson has said these cash flow deficits are immediate because of the way Virgin has financed new ventures, and that the group has sought outside partners that often contribute much of the cash the ventures need to spend.

Analysts upbeat on BP-Amoco merger

By Robert Corrigan in London and Richard Waters in New York

Investors and analysts yesterday welcomed British Petroleum's agreed \$20.3bn (\$30.8bn) takeover bid for Amoco of the US as markets digested the implications of the world's biggest industrial merger.

BP shares were up for most of the day, although they came off in late trading to close 1p down at 784p. Analysts were generally upbeat about the deal, which will create the UK's biggest company. It will also propel BP-Amoco, as the

new group will be known, into the top tier of the international oil industry.

Sir John Browne, BP's chief executive and the man who will take charge of the new merged company, flew to New York to brief US analysts and investors, while other executives began working on an ambitious timetable to close the deal by the end of the year.

Although the reaction was mainly positive, there was scepticism about some aspects of the agreement. Several analysts questioned whether job losses could be kept as low as

6,000. Some suggested total worldwide job losses could eventually run to 20,000 if BP-Amoco was to match the performance of Exxon, the most capital efficient of the world's three top listed oil companies.

In New York yesterday Larry Fuller, Amoco's chairman, confirmed that "there is quite a lot more potential for more people reduction".

There was considerable speculation about the fees the two companies will pay to their advisers. There were suggestions that BP would pay as

Booming Indian software sector faces challenge

By Krishna Gaitan

India's software sector is enjoying an extraordinary bull run. Investors who bought software stocks on January 1 1998 have made gains of more than 700 per cent while Indian stocks generally have shown zero improvement.

With software companies trading at an average of 19 times forward earnings compared with more than 50 times of most US software companies, analysts say there is room for further appreciation. However, the industry is still an infant. Its combined \$2bn revenues last year at 2 per cent of the world market, were only fractionally higher than those of Electronic Data Systems of the US. Narayana Murthy, chairman of Infosys Technologies, said: "We have a long, long way to go before we can claim to be legitimate global players."

The challenge is to manage the explosion in size that comes with growth rates of 50-100 per cent a year. "You have to change your management style," said V Chandrasekaran, president at Wipro Infotech.

Wipro, they are now concentrating on a branding solution to the problem of moving up the value chain. A branded service allows companies to charge a premium for a trademarked set of tools and processes.

Infosys is also looking at lessening the product barrier by acquisition.

The company wants to buy specialist US companies that have fallen on hard times and lack the programming expertise to update their products.

Another way to move up the value chain is through work that borders on management consultancy. But Indian companies face a credibility gap and

LEISURE RESULTS BEAT ESTIMATES BUT ASIA CRISIS HITS DRINKS BUSINESS

Universal's 19% rise bolsters Seagram

By Richard Waters in New York

Seagram's shares recovered some of their recent losses with a 10 per cent jump yesterday morning in New York, following a robust quarterly performance from the company's entertainment division.

While overall earnings were above Wall Street estimates, the Asian economic crisis led the drinks and entertainment group to report declines in both

underlying net income and earnings before interest, taxes, depreciation and amortisation (ebitda) for both the latest quarter and its full financial year, which ended in June.

The stock market's enthusiasm was prompted by a 19 per cent increase in earnings at Universal Studios during the quarter, to \$125m. The studio generated earnings of \$172m for the financial year, an increase of 24 per cent.

Edgar Bronfman, chief

executive, said Seagram's acquisition of PolyGram would reinforce the group's entertainment operations, leading to "significant long-term growth and value creation". The shares rose 35% to \$34.

Seagram is keen to conclude the \$10.4bn acquisition of PolyGram as swiftly as possible, but can not do so until it has secured the necessary regulatory approvals in the US and Europe.

The acquisition has

already been cleared by US antitrust authorities, and Seagram is expected soon to make its final filing with the Securities and Exchange Commission in New York. It will then seek clearance from the European Commission.

The improvements in the entertainment division were countered by the debacle in Asia, however. Revenues from Seagram's drinks business in the Asia-Pacific region were less than half

their level of a year before. That, and the rise in the US dollar, contributed to a 29 per cent drop in earnings from wines and spirits in the quarter, to \$123m. For the year as a whole, Seagram reported a 27 per cent drop in earnings from the division to \$500m after the impact of a \$60m charge related to Asian operations.

Excluding one-off items, Seagram scraped a post-tax profit of \$3m in the latest quarter, or 1 cent a share. That compared with Wall Street expectations of a small loss, and with earnings of \$48m, or 13 cents a share, the year before. Underlying earnings for the full year fell to \$141m, or 40 cents a share, from \$306m the year before.

These figures exclude items such as profits from the sale of shares in Time Warner and earnings from Tropicana, the fruit juice business that is to be sold to PepsiCo.

ABN in \$1.25bn preferred issue

By Vincent Boland

ABN Amro, the Dutch banking group, raised \$1.25bn yesterday in an issue of preferred shares, a type of security that combines characteristics of equity and debt, in a move which boosts its capital base following its agreement to buy Banco Real of Brazil.

The issue is the latest and largest in a series of such issued in the past year by European banks. Preferred securities are tax-efficient tier one capital and are treated as equity by regulators, but they are cheaper than straight equity issues.

Bankers say the securities are an effective way of raising capital for banks wanting to participate in Europe's financial sector restructuring or to expand their operations.

ABN Amro indicated last month when it announced the acquisition of Banco Real - which could cost it up to \$30m - that it would raise new money and maintain its capital adequacy ratios through an issue of preferred securities. Some of the new capital is also earmarked for general corporate purposes.

Spanish and Portuguese banks have been in the forefront of preferred share issuance in Europe this year.

Banco Santander, Argentina and Banco Espirito Santo have tapped the market in sizeable deals, creating a substantial investor base in the process in their home markets, for what is a new asset class for many European investors.

Preferred securities have been regularly issued in the US for some time but are only now taking hold in Europe. More than \$3.5bn had been raised before yesterday's transaction through preferred securities issues targeted at Europe's private client investor base, according to Merrill Lynch.

ABN Amro's preferred share issue was sold to a global investor base even though it was structured as a domestic US deal and was not marketed to European investors. Bankers said the bank's franchise in its home markets and unusually strong European institutional demand helped to create a wider investor base.

Merrill Lynch was bookrunner for the transaction and was joint lead manager along with ABN Amro and Salomon Smith Barney.

The level of investor demand meant the size of the deal was raised from an initial \$750m, and it was oversubscribed at \$1.25bn. "There is a lot of private client money going into the deal," one banker said.

The new shares have been rated A2 by Moody's Investors Service and A+ by Standard & Poor's.

"This is one of the stronger credit names in the preferred share market, whether in Europe or the US," another banker said. "That helped to broaden its appeal in the international arena."

By John Authers in New York



Walter Forbes' former chairman's package includes \$35m in cash

managers of Hebdco or our software businesses. Accordingly we have determined these units do not fit within our future business model.

He said yesterday that the sale of Hebdco Mag would generate an after-tax book gain of more than \$250m. "We have no comparative advantages as owners or

The group's problems

started in April, when it announced it had found "accounting irregularities" in a division of CUC International, the direct marketing company which merged with HFS to form Cendant last year. It included Hebdco Mag.

Last month, Mr Silverman, formerly chief executive of HFS, said fraud, including

the use of fictitious accounts, and accounting errors accounted for more than 60 per cent of CUC's profits last year.

The company's share price, which had been trading at more than \$41 before the April announcement, slipped to below \$20, and fell below \$15 when the extent of the problem was revealed.

Mr Forbes, the former CUC chief executive, resigned after calls for his departure from senior executives and shareholders. Eight other directors associated with CUC also resigned, and the board has been restructured with a majority of former HFS directors.

However, Mr Forbes, who has consistently denied any knowledge of the accounting irregularities, left with a package including \$35m in cash and the grant of various options.

This will create an unusual expense of 3 cents a share in the current quarter - equivalent to more than 10 per cent of forecast profits.

He was also given a limited release by the company, meaning he cannot be made liable for other accounting irregularities.

People close to Cendant say Mr Forbes' expense claims, which are not covered by this agreement, are now under investigation. At issue are use of corporate credit cards; bookings for hotels; claims for expenses incurred using his private jets; and his use of large advances in cash.

If Cendant finds significant irregularities in his expenses, it may be able to claw back the package paid to him.

By mid-session yesterday, Cendant shares were at a new post-merger low of \$14.50, down \$2.

DBS hit by bad loan provisions

By Shelia McNaught in

Banda Soer Bapuan

Development, Bank of Singapore, Singapore's leading bank and the largest in south-east Asia, reported a worse than expected 50 per cent drop in net profit in the first half of the year, to \$817.8m (US\$101m), after sharply increasing provisions for bad loans.

Provisions for probable loan losses and other deteriorating assets increased to \$315.5m from \$52.4m. Of that, \$610.2m was put aside to cover contingencies arising from DBS's regional exposure.

The bank's non-performing loans to the region are

growing rapidly. Those in Thailand, Malaysia, Indonesia, the Philippines and South Korea added up to 14 per cent of total loans to the region, or \$877.5m, excluding Thai Daimi Bank, which DBS bought in March.

With Thai Daimi, the amount of non-performing loans to the region was 22 per cent of total loans to the region, or \$825.1m.

That was far higher than the amount of non-performing loans to those countries reported at the end of December, which were 5.4 per cent of total regional loans, or \$305.6m.

"It's bad, but not alarming," said Chong Yoon Chou, investment manager at

Aberdeen Asset Management Asia. "Singapore banks are the healthiest in all of

Asia."

Earnings at other Singapore banking groups have also reflected the regional economic crisis, but analysts say they are not being hit as hard as banks in neighbouring countries, as Singapore's institutions are far better managed and more prudent.

Although DBS will have to work its bad loans off its books, Mr Chong said the bank would benefit from its recent decision to buy POSBank for \$61.6m.

The smaller bank has focused on the domestic market and is more conserva-

tive, lending to first-time home buyers.

DBS is buying POSBank to fortify its position as one of the biggest banks in Asia. Both institutions are linked to the Singapore government, which will own 55 per cent of the new entity.

The Singapore authorities have been encouraging banks to merge, stressing the importance of size in international banking, as part of a broader effort to build the city-state into an international financial centre.

DBS and its subsidiaries will have assets of \$63.4bn, customer deposits of \$59.3bn and shareholder funds of \$9.4bn.

Durango in \$355m US buy

By Henry Trick in Mexico City

The Rincón family, owners of Mexican packaging company Grupo Industrial Durango, is buying Four M of the US for \$355m, in one of the largest ever forays by Mexican industrialists north of the border.

But Miguel Rincón, Durango chief executive, said yesterday the deal needed covenant waivers from bondholders before it could proceed. Durango also planned to sell \$150m of non-core assets, such as wood products, to reduce its \$65m debt, he said.

The merger, expected to be completed by 2000, is aimed at creating the sixth largest bookmaker in North America, with combined sales of more than \$1bn. It would also strengthen Durango's grip on the US-Mexico border region, where its main market is providing boxes for the fast-growing "maquila" assembly plants.

The acquisition is expected to produce \$44m in cost savings at Four M in the next five years, with immediate overhead cuts of some \$15m in two years, the company said.

This year Durango bought two corrugated box plants in Texas from Four M, and the year before it bought the McKinley Paper Company in New Mexico in spite of a sharp downturn in world paper prices.

Industry analysts said they were concerned that Durango might be moving too quickly, before the benefits of the McKinley transaction were seen.

According to Mr Rincón, the family would pay the \$355m purchase price with a combination of debt and \$45m of private funds.

Dam failure costs hurt Boliden

By Scott Morrison

in Toronto

Boliden, the Canadian mining company spun off by Sweden's Trelleborg, yesterday blamed a second-quarter loss on falling metal prices and costs associated with a tailings dam rupture in Spain this year.

Pre-tax losses for the quarter were US\$52.1m, or 49 cents a share, compared with restated earnings of US\$19.7m, or 20 cents, last time, following a change in accounting procedures.

The group took a US\$4m special charge for the failure in April of a dam at the Los Frailes zinc mine operated by its wholly-owned Apresa subsidiary.

About 45 cu m of acidic water and more than 1m cu m of tailings were discharged into a nearby river, threatening an environmental reserve and damaging farmland.

Legal proceedings are under way to determine responsibility and liability

for damages. Operations at Boliden's Spanish mine are expected to resume by the end of this year, once the clean-up operation is complete.

Excluding the US\$4m charge, the company lost

US\$18.1m, or 17 cents a share. Boliden was expected to report a loss of 28 cents a share, according to one analyst survey.

US\$604m for the same period last year. This was the result of falling metal prices and scheduled maintenance shutdowns at a copper smelter in Sweden and a 50 per cent owned zinc smelter and refinery in Norway.



Legal proceedings are under way to determine liability for damage caused by Los Frailes incident. AP

Three bid for Israel Discount

Three groups have applied to bid for a controlling stake in Israel Discount Bank, the country's third largest, signalling that the government's bank privatisation programme is proceeding as planned.

M. I. Holdings, the government agency responsible for privatising banks, said one of the bidders was IBA-Leucadia, led by Jeffrey Kell, former president of Republic National Bank of the US. Mr Kell failed to acquire Bank Hapoalim, Israel's biggest, last year. The other two groups are headed by Israeli businessmen Shlomo Eliezer and Benny Steinhardt, Avi Machlis, Jerusalem.

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M. I. Holdings, the government agency responsible

Ashton Mining loses both senior officials

COMPANIES & FINANCE: THE BP-AMOCO MERGER

Challenge thrown down to top-tier rivals

By Robert Corzine

The 60-40 equity split in British Petroleum's takeover this week of Amoco of the US must have struck a certain resonance at Royal Dutch/Shell. For it is exactly the same split in ownership between Royal Dutch and Shell Transport and Trading, the two companies that form the world's most enduring unconsummated merger.

One analyst said Shell could not ignore the implied challenge. The rivalry between the two groups is well known in the industry, and has only intensified in recent years, as BP's reputation among investors has risen while Shell's has fallen.

Yesterday Shell executives in London were once again

wondering why BP seems consistently able to beat the Anglo-Dutch giant in the public and investor relations stakes. Some within Shell see their company's obsession with BP's performance and strategy as unhealthy. They worry that it diverts senior managers from more productive duties. But the extent of that obsession should not be underestimated, they say.

Such emotions are matched on the BP side, where executives appear equally obsessed with "beating Shell", or at least showing it up as slow or plodding in adopting progressive policies, or performing against more demanding industry norms.

The consensus among analysts yesterday was that the

BP-Amoco deal will have a lasting impact on the top tier of listed international oil companies, which now includes Shell, Exxon of the US and BP-Amoco. "Shell and Exxon used to have a lock-in on the largest asset plays," said Joe Stanislaw, a consultant with Cambridge Energy Research Associates.

"Now the balance is sure to shift."

Analysts do not expect a knee-jerk reaction by either Exxon or Shell, but say that both will have to sharpen their performance.

Shell, which is the middle of a long-term cultural transformation and a deep restructuring of some business units, such as its underperforming chemical division, will no doubt be hoping that BP-Amoco becomes

involved in the complexities of integration.

Last week Mark Moody Stuart, the new Shell chairman, told the FT about the difficulty of putting two very large oil companies together.

He said: "Shell's two downstream refining and marketing joint ventures in the US with Texaco and Saudi Aramco proved 'slow to start'.

They also involved a "couple hundred people" concentrating on the merger for a prolonged period, rather than on the underlying business. "When you merge two very large organisations, you can get hyper-economies of scale," he said. "But cultural and regulatory problems can certainly slow you down."

The speed with which BP-Amoco can make itself a

force in oil's "super league" will be an important factor in how big a long-term threat it poses to Shell and Exxon.

The longer the integration takes the less able the new group will be to bring BP's commercial strengths to bear on a wider competitive landscape.

The big test is likely to be in how well it fares in striking deals in countries with large undeveloped reserves, and which are opening to foreign investment. "Can you imagine the next time Shell sits down to negotiate in Tehran?" asks Fergus MacLeod, at brokers BT Alex Brown in Edinburgh. "They will no longer be in a league of their own. As [Sir John Browne, BP-Amoco's chief executive] said, this week's

deal is all about choice, and it is in places like Iran where it will be felt."

Exxon is also expected to feel the pressure. It has consistently produced the best returns on capital employed among the leading oil groups, but it has done so in a way that shrinks its share base, rather than by emphasising growth. Exxon is likely to be loath to abandon a tested formula; after all, investors have been willing to support a premium in Exxon share price in exchange for predictability of earnings growth.

The question is whether Exxon can afford to accelerate a process that constantly shrinks its capital base, or whether it goes head to head with BP-Amoco and Shell in securing future growth.

BEHIND THE SCENES

Partners quiet over who made initial approach

By Virginia Marsh, Robert Corzine and Jane Marthorne

A day after news of their merger stunned the oil world, BP and Amoco yesterday remained coy about who waded whom, and when.

BP would not comment on suggestions that talks had begun as long ago as six months, saying only that they had lasted for "several months". And the two companies' bankers repeated the line that neither side had made the first move.

BP said issues such as the new entity's name and top management were settled early on, yet just minutes before Tuesday's analysts' meeting, Sir John Browne and Larry Fuller, Amoco chairman, were still locked away in Sir John's office at Britannia House. Senior executives from both companies milled around outside the closed door or checked computer screens for the latest share price.

"Who picked up the phone first, you can't tell," said Rod Peacock, who led the J.P. Morgan team that advised BP. Rather than being dreamed up by an investment banker, the merger had evolved from regular contacts between two companies that had known each other well for years, he added.

Several bankers not involved in the deal said they thought BP had contacted Amoco. Once it had known so well, it found a willing partner.

One area where plenty of details have been forthcoming, however, is over the management structure.

The decision to establish early on in a project codenamed Belgium in the US and Eagle in the UK - who would take the top jobs, and the insistence on a single chief executive, contrast with other recent mergers.

Sir John, who is a non-executive director of Smith Kline Beecham, the pharmaceuticals group, is said to have been deeply disturbed that earlier this year a proposed merger between the group and Glaxo Wellcome failed because of conflict between top executives.

Analysts were speculating yesterday whether power would be as concentrated in Sir John's office at BP-Amoco. Almost all of the top 15 executives named to head the new group are to be based in London.

Sir John is apparently keen to put in place a corporate structure that will keep him close to the assets. The top managers are expected to control 172 assets worldwide, leaving no more than three management layers between Sir John and the assets that generate cash flow.

The 22-strong board - where BP will nominate 13 directors and the majority will be non-executives - will have two co-chairmen, a chief executive with two deputies and a chief financial officer - John Buchanan, BP's finance director.

While the board reflects BP's dominance in a deal billed as a merger, the fact that Amoco's top executives are older and closer to retirement than their UK counterparts has also clearly been a factor.

For example, Mr Fuller, who will be co-chairman of BP-Amoco until his retirement in 2001, is 59, while Bill Lowrie, the Chicago-based group's president (who is set to head refining and marketing, and chemicals, as one of two deputy chief executives) is 54. Theodore Sosa, Amoco's executive vice-president in charge of chemicals, who will work under Bryan Sanderson, BP's chemicals chief, is 57.

Sir John is 50, while Rodney Chase, his deputy, who like his boss has spent three decades at BP, is 54. He is to head exploration & production, whose operations in the western hemisphere will be managed from Houston, Texas.

With the global headquarters in London, Amoco's head office in Chicago will become the centre for North American refining, marketing and transportation business, and eventually the worldwide chemicals business. The Amoco brand is to be extended to BP's US retail operations but in the rest of the world the BP brand will prevail.

CHEMICALS GROUP'S SPREAD WILL PROVIDE PROTECTION AGAINST CYCLICAL DOWNTURNS

Role fortified in growth markets

By Jennifer Lavers

British Petroleum's deal with Amoco may look to the outside observer like a takeover of the smaller US company, but the transaction will be accounted for as a merger under UK accounting rules.

Gordon Dyal, the Morgan Stanley corporate financier who advised Amoco, said accountants on both sides of the deal had assured management it would be treated as a merger. "We believe this will be and should be accounted for as a merger in the US and UK," he said.

UK merger accounting allows the new company to write off goodwill - the difference between the price of the acquired company and the sum of its assets - against its reserves. With an acquisition, goodwill has to be amortised against profits, and so reduces reported earnings per share.

New rules coming into effect in the UK at the end of this year will require goodwill to be shown in the balance sheet and amortised even for mergers.

Merger treatment is allowed in the UK only when the two partners are substantially the same size.

With BP shareholders holding 60 per cent of the combined group and Amoco

40 per cent, this week's deal is close to the boundary. It also gives Amoco shareholders a 10 per cent premium for their shares, while the rule of thumb is that the premium should not exceed 10 per cent.

In theory, analysts should be able to ignore the accounting treatment of goodwill and look straight to BP-Amoco's underlying cash flow.

The question is whether you feel the underlying economics of the deal change as a result of the way it is accounted for. My belief is that for the investor they don't," said Rod Peacock, who led the J.P. Morgan team advising BP.

In the US, where amortisation of goodwill is the norm, investors judge sectors such as cable companies on the basis of underlying cash flow. This does not appear to be the case for all sectors, and the eagerness of US companies to use pooling of interests, another accounting treatment that avoids the amortisation of goodwill suggests that the issue is still live.

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COMPANIES & FINANCE: INTERNATIONAL

JAPANESE BANKING FEARS OF CREDIT SQUEEZE PROMPT MOODY'S TO CUT RATING

LTCB debt downgraded to junk bond status

By Gillian Tett in Tokyo

Long-Term Credit Bank, the troubled Japanese group, received a blow yesterday from Moody's, the US credit rating agency, which downgraded its senior debt to junk bond status.

Moody's said it had decided to downgrade the debt from Ba3 to Ba1 - the level known as "speculative" - because of concern that LTCB faced a credit squeeze.

The move could undermine LTCB's ability to raise new funds in the markets by issuing debentures.

Traders yesterday indicated that the bank was now expected to raise no more than Y10bn (US\$65m) from five-year debentures this month - one-tenth of the normal levels.

The potential credit squeeze at LTCB could have broader implications for the financial markets, as the future of the bank is

regarded as a critical test for the Japanese government's policy towards the embattled banking sector.

LTCB announced in June that it was hoping to merge with Sumitomo Trust. However, Sumitomo Trust has insisted that it will only proceed with the merger after an audit of LTCB has been completed and will only acquire LTCB's healthy assets.

The Financial Supervisory

Agency, Japan's banking regulator, is due to complete an audit of LTCB in the coming days.

There are also growing signs that LTCB's stake in the Swiss bank is unravelling.

This pact involves three joint ventures - in investment banking, asset management and private banking - and a 1 per cent cross-shareholding.

The group will also be the world's largest producer of acetic acid, acrylonitrile, aro-

matics such as paraxylene, and polybutene.

Bryan Sanderson, chief executive of BP's chemicals operation and named as head of the combined chemicals group, said: "If we are going to build large-scale petrochemical complexes in emerging markets, we need to be able to offer the full range."

The spread also protects earnings by pegging the group to a number of cycles.

Maybe that will not matter. Sir John II, as Mr Sanderson predicts, consolidation will end with just five or six petrochemical producers in the world, price volatility may be a story of the 20th century.

The Swiss group said that UBS and LTCB agreed prior to the launch of the private banking business that it was

from the brand name for the joint ventures and is considering buying out LTCB's stake in the investment banking and asset management ventures.

It emerged earlier this week that LTCB had abandoned plans to inject any capital into its private banking joint venture.

The Swiss group said that UBS and LTCB agreed prior to the launch of the private banking business that it was

in the best interests of the business and their clients that the private bank combine as a US business.

It added: "However, we will work together in the spirit of co-operation... We remain committed to the Japanese market, our clients and our staff."

LTCB's share price fell to a record low of Y37 yesterday this week - or Y13 below par value - before recovering to close at Y41 yesterday.

CBA rises 4% despite increased competition

By Steve Addison in Sydney

Commonwealth Bank of Australia, one of the country's top four banks, yesterday posted a slight increase in annual net profit and predicted modest growth in the current year amid growing competition and the continuing impact of Asian economic turmoil.

Net profit for the year ended in June rose 4 per cent to A\$1.25bn (US\$741m) before abnormal charges, in line with most analysts' expectations. Restructuring costs, including more than 2,000 job cuts, resulted in an

abnormal charge of \$161m after tax, limiting net profit to A\$1.09bn, or an annual increase of just 1 per cent.

The bank's charge for bad and doubtful debts surged from \$85m the previous year to \$23m, reflecting CBA's efforts to reduce Asian exposure, particularly in Indonesia. Its aggregate exposure to the Asia region had been cut by a further 12 per cent in the six months to June and now represented only 4 per cent of total credit risk, said David Murray, managing director.

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COMPANIES & FINANCE: THE FUTURE FOR VIRGIN

Branson may feel the heat if cash flow sunsets on his empire

Jonathan Ford asks whether one of the UK's best known entrepreneurs may have overcommitted himself and whether the options for his diverse Virgin businesses from airlines and record companies to cosmetics may be limited if the predicted economic downturn begins to bite

Ten years ago, Richard Branson almost sank his business empire by launching an ill-fated management buy-out of Virgin Group, the quoted holding company that owned his record business.

When the UK economy subsequently fell into recession, the group struggled to service the resulting debts and Mr Branson was forced to sell large chunks of his business just to survive. In 1992, he even sacrificed the crown jewel, the record company. After the deal was signed selling it to Thorn-EMI for £60m, Mr Branson cried.

A decade on, Mr Branson is again heavily extended at what could be the peak of the business cycle. Having trimmed the group back through forced disposals in the early 1990s, he has been on an expansionary spree.

In the past five years, Virgin has invested in a bewildering array of businesses, many of them costly start-ups. These range from soft drinks to wedding dresses and cosmetics.

At the age of 45, Mr Branson controls a largely private business empire that is thought to be worth in excess of £2bn. Its services are bought by more than 100m customers each year, while its brand is one of the best-known in the UK and recognised throughout the world. It is a formidable achievement.

Yet Mr Branson and his group are not without critics. He has been criticised for applying the Virgin name indiscriminately to too many businesses, leaving the brand – arguably his most valuable asset – vulnerable should one of them fail.

An equally pertinent criticism is that Mr Branson might once more have changed his arm at the wrong moment in the economic cycle. Last time, he was caught out gearing up into a downturn. Could the same happen again?

It is impossible for an outsider to assess the full extent of Mr Branson's resources, or the profitability of his empire. Some information is shrouded behind the web of secretive offshore trusts and companies through which he controls the group.

But by examining the published accounts of Mr Branson's main operating companies, most of which are registered in the UK, the Financial Times has sought to assess whether his empire pays its way.

This analysis, it should be said, is far from perfect.

Much of the financial information available on the group is out of date, and few Virgin companies share the same year ends. Nonetheless, it provides a picture of how Virgin's finances have changed over the past three years.

Virgin claims that this approach is wrong because the group's businesses are individually ring-fenced and many have strong outside backers. Mr Branson also believes that profitability is an unfair measure by which to judge Virgin's performance.

As a largely unquoted group, it is not under pressure from outside shareholders to declare increased profits each year. Indeed, he says the group encourages subsidiaries to invest most of the cash they generate.

Mr Branson's preferred yardstick is cash flow. He recently gave an upbeat account of the group's financial condition, in which he claimed that Virgin companies collectively generate £150m of cash a year. "We are in the strongest position we have ever been in," he said.

Mr Branson is right: cash is Virgin's lifeblood. This was amply demonstrated in the last recession when his passion for debt-funded expansion outstripped the group's dwindling cash flows, bringing it close to collapse.

An analysis of the cash flows of the main Virgin companies over their last

by the time it is expected to break even early next century. Nor is this the pace of investment slackening. Virgin is continuing to launch new projects, such as Virgin Active, a chain of health clubs on which it plans to spend £50m. The group is also in discussions about launching a mobile phone venture in the UK.

At present, three Virgin businesses throw off surplus cash. These are Virgin Atlantic and Virgin Express, the two airlines, and Virgin Rail, which he set up last year to take over two UK train franchises.

However, there are question marks over the sustainability of these cash flows. Although Virgin Atlantic continues to generate strong profits – the group says its latest, as yet unreleased, results show profits grew by more than 20 per cent last year – the airline industry cycle is thought to be turning after four strong years.

Virgin Express, which lost money in the first quarter of this year, is still struggling to establish itself in the European short-haul market. Virgin Rail only generates cash because it receives substantial government subsidies, which will decline.

Arguably then, Virgin's expansion could lead Mr Branson into the same trap he fell into last time, in borrowing heavily to buy Virgin back from the stock market in 1988, he effectively mortgaged its future cash flows on the assumption

they would be adequate to service his enlarged debts. In the event, because of the recession, they were not. This time, Mr Branson's gamble is somewhat different. He is investing in businesses that might, or might not, produce an adequate return.

There is also the chance that a recession could undo his plans. In a downturn, the start-up ventures could take longer to turn into profit, meaning more money would be required to fund their larger-than-expected losses. These cash demands would come at a time when Mr Branson's mature, cash-generative businesses were perhaps finding it harder to make money.

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In recent years, Mr Branson has financed the organ-

isation of his empire by tapping outside sources of capital to fund Virgin's ventures. This has allowed the group to leverage its financial resources, thus creating a wider portfolio of investments than would otherwise have been possible. It has also arguably limited Mr Branson's financial exposure to each venture.

Of the 13 businesses constituting the bulk of the group, only three are wholly-owned by Mr Branson and his interests. The remainder are either joint ventures, or have outside shareholders.

In the case of start-ups, sufficient capital appears to have been provided by Mr Branson and outsiders to see them through to the point when it is envisaged they will break even.

Mr Branson argues that this approach protects Virgin from the consequences should one or more of its investments go wrong. "Every business is financed on a stand alone basis without recourse to the group, and we have some very strong partners behind us."

Virgin's backers include

corporate investors, such as Stagecoach, the diversified transport group, which two months ago paid £185m for a 40 per cent stake in Virgin Rail.

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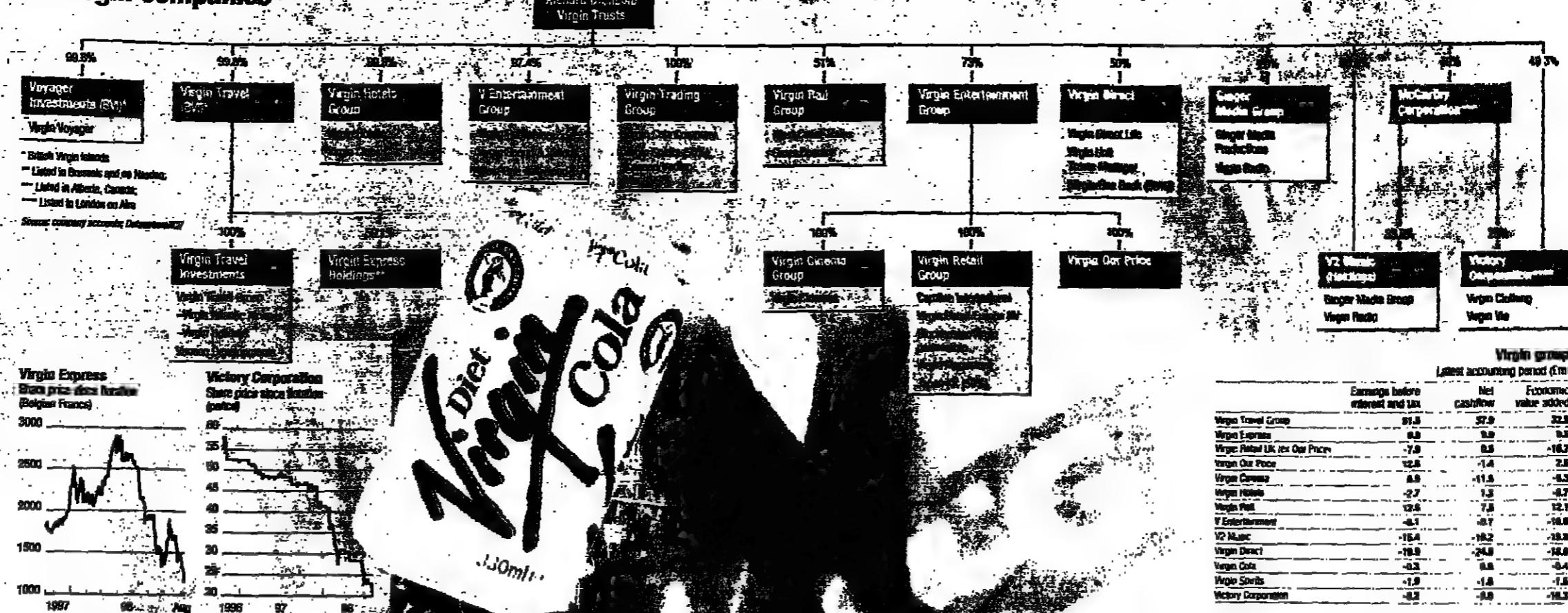
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COMPANIES & FINANCE: THE FUTURE FOR VIRGIN

The Virgin companies



Latest accounting period (m)	Exports before interest and tax	
	Net cashflow	Economic value added
Virgin Travel Group	10.3	22.5
Virgin Express	0.0	0.0
Virgin Retail UK ex Car Price	-7.0	-16.7
Virgin On Price	-2.5	2.5
Virgin Cinema	0.0	-1.3
Virgin Hotels	-2.7	-0.7
Virgin Rail	-2.5	12.1
V Entertainment	-0.1	-16.5
V2 Music	-15.4	-18.2
Virgin Direct	-7.0	-24.0
Virgin Cos	-0.2	-0.4
Virgin Sports	-0.2	-1.6
Victory Corporation	-0.2	-16.3

Thanks to Mr Branson's dealmaking skills, these deals were seen as triumphs for Virgin. Mr Branson extracted a high price from Stagecoach for its stake in Virgin Rail, and bought Virgin On Price for what was acknowledged a reasonable one. Nonetheless, both will need refinancing in future.

Mr Branson's agreement with Stagecoach requires him to float or sell Virgin Rail at some point early next century. Virgin Entertainment is still looking for long-term capital to back the buy-out of Virgin On Price, although it expects to launch a high yield dollar bond in October. On top of that, Mr Branson's agreement with the venture capital investors backing Virgin Entertainment obliges him to seek a listing for the company in 2001.

Mr Branson's dealmaking skills have got the group out of trouble in the past. He originally sold W.H. Smith 30 per cent of Virgin On Price seven years ago as one of a series of manoeuvres to stave off demands from anxious bankers after the group had become over-extended in the last recession.

But Virgin has become a great deal more complex since then, and increasingly dependent on other people's money. Investors in Virgin companies back the brand and Mr Branson's flair as much as anything else. Their faith, and willingness to put up money, could be shaken if a series of reverses appeared to dilute or destroy Virgin's brand capital.

Mr Branson argues that his success rate outshines that of conventional venture capitalists. But there have been failures, although these have been relatively small. In March, Mr Branson wound up his Virgin-branded vodka joint venture with the Scottish distillers, William Grant & Sons, citing poor demand for the prod-

uct. Virgin Entertainment, which owns the group's retailing interests, plans to take a knife to its chronically unprofitable European movie theaters, closing unsuccessful outlets and pulling out of two countries - Spain and Norway.

More worryingly, one of Mr Branson's high profile start-up ventures, Victory Corporation, is also struggling. Victory, which was set up to market Virgin-branded cosmetics and clothing, has made embarrassingly ham-fisted progress since floating on the Alternative Investment Market in 1996.

Plans to open a chain of cosmetic stores have been put back after pilot outlets failed to achieve satisfactory sales. The clothing range is behind schedule after changing fashions forced Victory to redesign it. These delays have resulted in higher-than-

expected losses, with break even now forecast a year later than hoped.

Virgin says the lesson it learned from the Victory experience was not to float start-up companies. According to the group's finance director, Stephen Murphy: "Thrusting a start-up into the public arena on day one is not a good thing to do. Because of the public company perspective, we did not grasp control in the way we should have done."

There are also questions about the growth prospects for some of the other start-ups. Mr Branson has launched his new record company, V2, at an unpredictable time for the music industry. Global sales of CDs are slowing after a decade-long boom as consumers

affect the savings market.

Virgin claims it has only expanded into industries that are ripe for exploitation by the brand. The group also argues it can take on market leaders like Coca-Cola because Virgin's well-known brand name allows it to market new products at lower cost than others. In effect, its financial risk is smaller.

Nonetheless, there is concern that Mr Branson's confidence in the brand may have encouraged him to take the group into ever more crowded markets where Virgin's name may differentiate it less from the pack than from its investors, expect.

Victory's upmarket clothing range can expect to meet head-on competition from well-established US brands, such as Tommy Hilfiger and

Nowadays, Mr Branson's interests are more conservatively structured. Each is

replaced their old vinyl record collections. The industry is also worried by the rise of new delivery systems, such as the internet, which could make redundant the marketing and distribution skills record companies provide to artists.

And while Virgin Direct's unit trust business has grown rapidly since its launch in 1996, going from nothing to about £1.5bn under management in less than three years, analysts fear that a major factor behind this growth was the company's decision to undercut the rest of the industry on price. Virgin's competitors have since responded and a fierce price war has broken out. Virgin admits the pace of new business has slowed at Virgin Direct, but said this is due to confusion over what the UK government's tax changes will

mean for a risk taker. Always to one observer who has done business with Virgin: "The way he sees it with things like Virgin Atlantic and Virgin Cola is that if he takes on the big boys and loses, he is still a hero for trying. And if he wins, he is a genius. So long as the losses are not too heavy, it is another way of advertising himself and the business."

The theory works so long as Mr Branson does not become overextended. Indeed, such is his reputation as a corporate giant slayer that the Virgin name would possibly suffer if he became averse to taking chances.

Today's Virgin is very different from the group that almost went under in the last recession. In 1991, Mr Branson's companies had gross debts of more than £400m, most of which were personally guaranteed by him, or subject to cross-guarantees within the group.

This left Virgin highly vulnerable, assuming that if bad debts occurred in one part of the group, they had the potential swiftly to infect the rest.

Nowadays, Mr Branson's interests are more conservatively structured. Each is

separately financed, often with outside investors taking much of the risk. Lenders to Virgin companies have no recourse to Mr Branson's assets or those of any other part of the group.

"After the sale of Virgin Records, I took a conscious decision that I never wanted to be in a position where I have to sell a company again," said Mr Branson.

Virgin's strategy of using outside finance was designed to avoid the reliance on bank borrowings that almost unseated the group in the last recession. But as Virgin Atlantic has grown organically, and Virgin Entertainment by acquisition, both have financed expansion mainly through borrowed money.

Capitalising aircraft leases as debt, Virgin Travel, which owns Virgin Atlantic, had net borrowings of about £200m last year and a debt equity ratio of about 4:1. Although high gearing levels are not uncommon in the airline industry, BA's debt/equity ratio is about 14:1 per cent.

Virgin Atlantic is continuing to expand rapidly, increasing the size of the fleet by a quarter since the last balance sheet date. Virgin says the airline can easily finance its expansion out of cash flow, and investments can be postponed if the market slows.

Virgin Entertainment has borrowings of more than £300m following the £145m acquisition of Virgin On Price, which was funded entirely by debt. Of this, £200m is a expensive bridging facility which must be repaid in the near future. The group hopes to refinance the company through a high yield bond issue in the autumn.

Over the past three years, adding back aircraft rental charges as interest payments, the group's interest cover has declined from

about 2.0 times to 1.2 times. Virgin claims such figures are irrelevant because they ignore the ring fencing around the group's many companies. Nonetheless, they demonstrate how aggressively the group has leveraged its resources over the past three years.

It would be wrong to argue that Mr Branson has geared up in the way he did prior to the last recession. However, much will still depend on the performance of his mature, cash generative businesses if the economy recovers.

The group's problem is that neither airlines nor retailers tend to perform reliably in a recession. The airline business, although glamorous, is not highly profitable, while the high level of fixed costs - to cover aircraft leases, maintenance and fuel - make it cyclical.

If Richard Branson takes on the big boys and loses, he is still a hero for trying. And if he wins, he is a genius

an estimated £50m of sales last year, £250m came from music retailing, mostly through the group's megastores in the UK and overseas. On this, the business made operating profits of about £17m, equivalent to a margin of just 2.2 per cent.

Analysts believe retailing, like the record company, could be vulnerable to competition from electronic media. "Music retailers are vulnerable because their margins are very low, so it would not take much shift in trade towards the internet to devastate their profits," says George Wallace at Management Horizons Europe, a retail consultancy.

Virgin is examining the possibility of selling records online, but is unsure whether that could cannibalise sales at its record stores. Mr Branson is characteristically upbeat: "If the Megastores

fail, mauling whether to float Virgin Atlantic and Virgin Entertainment. He is not in the enviable position he was in at the end of the last decade. But he has still taken risks. Virgin's aggressive expansion through start-up ventures may not bring the expected returns.

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The strategic issue for Mr Branson is whether he should lay off some of the risk in his largest ventures now by floating them on the stock market. If he does this autumn, economic and market conditions should still be in his favour. If he waits, the window may close for some time to come.

Listing Virgin Atlantic and Virgin Entertainment offers obvious advantages for the group. Not only would it introduce long term capital that could be used to reduce borrowings, but it would provide Mr Branson with liquid shareholdings in companies that generate nearly two thirds of the group's turnover.

However, there is also a disadvantage. If he lists the two companies, Mr Branson would find himself again running what was in effect a quoted group, with all the irksome restrictions that would entail.

Which will he choose? Temperamentally, Mr Branson would probably prefer to stay private, implying that he would be last only if he had to. His battle, if and when Virgin Atlantic and Virgin Entertainment come to the market, will be to persuade investors that he is offering them a share in growing businesses.

stores started losing business to the internet, we could start putting some of our other products in the outlets, like Virgin clothing. That is one of the benefits of diversity."

A decade ago, when the airline cycle peaked in 1987, when Virgin Atlantic made pre-tax profits of £45.2m. Although traffic over the north Atlantic where Virgin flies eight of its 12 routes has remained strong since then, demand for its routes to Hong Kong and Tokyo has been hit by the region's financial crisis.

Airlines are moving aircraft from unprofitable Asian routes to the north Atlantic which still offers attractive returns. Capacity there could rise further if British Airways and American Airlines cement their planned alliance.

Virgin Entertainment, recently enlarged through the purchase of Virgin On Price, is similarly unspinning as a money machine. Of

he said he was considering listing Virgin Atlantic on the stock market. The main reason given was to release equity tied up in the airline for investment in new projects.

Virgin Atlantic has said it does not have to list the company to finance its investment requirements because these can be serviced from cash flow. "If circumstances changed for the airline, we would simply slow down our rate of expansion," said Stephen Murphy, Virgin's finance director.

Analysts are divided about the outlook for long haul airlines. During the boom of recent years, airlines padded their profit margins by pushing up business class fares aggressively. However, recent figures from BA suggest that passengers are now resisting this, and the rate of fare increases is slowing sharply.

Partly this reflects the strong pound, which allows European airlines flying through London to offer lower fares than would be attractive for UK airlines. But it also reflects the additional capacity and more aggressive competition from the new airline alliances that dominate the industry, such as Star, which is headed by Lufthansa of Germany and United of the US.

Virgin Atlantic claims that fare levels are not a worry in the short term, mainly because its costs are low compared to many of its rivals. This is because the airline has contracted out most of the services it needs, particularly expensive aircraft maintenance.

Indeed, the airline believes

there are limits to its size beyond which a fundamental rethink of strategy would be required, mainly because it would have to start building a costly infrastructure.

At the moment, with those advantages intact, Virgin Atlantic claims not to be suffering the same pain as BA. Its yields - revenues per passenger - are still rising unlike those of some its rivals, and the airline said its latest profits, due to be released next month, would show an increase of more than 20 per cent. If Mr Branson pushes the button on a stock market listing, analysts will doubtless be poring over those figures this autumn.

The long haul from survivor to contender

Quality rather than quantity has helped Virgin Atlantic establish a market niche but now it will need both to keep its share.

It is hard to believe now that when Virgin Atlantic started life 14 years ago, it was intended to be a low-cost "people carrier" across the north Atlantic, rather in the mould of Sir Freddie Laker's Skytrain service, which went bust in 1982.

Perhaps wisely, Richard Branson ultimately drew back from carrying hordes of sandwich-munching backpackers to the US at rock-bottom prices. Instead, he targeted the airline unashamedly at the business market, aiming to offer travellers a more luxurious service than rivals, rather than charging less.

Virgin Atlantic has been through tough times since its pioneering days. Caught out by the slump in air travel and the fuel price jump that followed Iraq's invasion of Kuwait in 1990, the airline spent the early years of the decade fighting for survival.

At the same time, it had to fend off a morally questionable commercial attack from British Airways, the UK's largest carrier, known as the "dirty tricks" campaign.

Establishing Virgin Atlantic as a contender in the long haul airline business has been one of Mr Branson's toughest challenges. Until the mid-1990s, the airline

switch aircraft from increasingly unprofitable Asian routes. If BA and American complete their tie-up, Salomon Smith Barney estimates that the number of seats could be increased by a further 15 per cent.

Since 1991, Virgin Atlantic has been one of only four airlines allowed to fly to the US from London's Heathrow airport. The others are British Airways and two US carriers, American Airlines and United.

Membership of this club has been profitable because business travellers have been prepared to pay high fares for access to Europe's busiest airport. Fares between Heathrow and the US are up to 25 per cent higher than similar routes from other UK and European airports.

This has paid dividends in terms of profitability. Last year, Virgin Atlantic's operating margins touched 19 per cent, against 17.4 per cent for BA. But it has also left Virgin Atlantic heavily exposed to one main air route - a strategy that could backfire if US-UK passenger traffic were to fall off or new capacity were to come on to the route, driving down prices.

It is the latter eventuality that concerns Virgin Atlantic, should BA and American Airlines proceed with their planned alliance. Capacity on the north Atlantic is already rising as operators

switch aircraft from increasingly unprofitable Asian routes. If BA and American complete their tie-up, Salomon Smith Barney estimates that the number of seats could be increased by a further 15 per cent.

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Analysts are divided about the outlook for long haul airlines. During the boom of recent years, airlines padded their profit margins by pushing up business class fares aggressively. However, recent figures from BA suggest that passengers are now resisting this, and the rate of fare increases is slowing sharply.

Partly this reflects the strong pound, which allows European airlines flying through London to offer lower fares than would be attractive for UK airlines. But it also reflects the additional capacity and more aggressive competition from the new airline alliances that dominate the industry, such as Star, which is headed by Lufthansa of Germany and United of the US.

Virgin Atlantic claims that fare levels are not a worry in the short term, mainly because its costs are low compared to many of its rivals. This is because the airline has contracted out most of the services it needs, particularly expensive aircraft maintenance.

Indeed, the airline believes

there are limits to its size beyond which a fundamental rethink of strategy would be required, mainly because it would have to start building a costly infrastructure.

At the moment, with those advantages intact, Virgin Atlantic claims not to be suffering the same pain as BA. Its yields - revenues per passenger - are still rising unlike those of some its rivals, and the airline said its latest profits, due to be released next month, would show an increase of more than 20 per cent. If Mr Branson pushes the button on a stock market listing, analysts will doubtless be poring over those figures this autumn.

COMPANIES & FINANCE: UK

Airtours to guard against over exposure

By Scherzerzade
Daneskih, Leisure
Industries Correspondent

Airtours yesterday sounded a note of caution in a buoyant UK summer holiday market by saying it would reduce the number of summer 1998 holidays by up to 5 per cent to 233,000, of which £31,000 came from acquisitions.

The group said it would also be cutting more capacity in its Scandinavian divi-

sion which had fallen into losses over the quarter.

Airtours increased pre-tax profits from £24.1m (£30.8m) to £24.6m in the three months to June 30 on sales up 28 per cent to £735m (£574.4m). Airtours' UK operating profits increased by 26 per cent to £33.6m, of which £3.1m came from acquisitions.

Airtours' UK subsidiary also benefited from increased demand.

However, the group's troubles in Scandinavia were reflected in a £2.4m loss in the European division against profits of £8.8m last time, mainly due to operating difficulties with its premium charter airline and excess market capacity.

Airtours, which has a 50 per cent share of the Scandinavian package holiday market, had reduced capacity by 8 per cent.

Bruce Jones, leisure analyst at Merrill Lynch said: "Mistakes in Scandinavia will be offset by Costa cruises and a UK bonanza in the fourth quarter."

David Crossland, chairman of the UK's second largest package holiday company, said the industry should resist the temptation to increase supply for a third consecutive year. "We've had two years of good

growth but there are signs of consumer confidence coming off. We are looking at what we sold in '98 and reducing it by up to 5 per cent for summer '99," he said.

Airtours said summer 1998 holiday sales were currently 8 per cent higher than last year, partly due to the strong pound and bad weather in June and July which had led to strong last minute demand for overseas

holidays.

The package holiday market has grown since a disastrous summer 1995 when oversupply led to heavy discounting. After capacity cuts in 1996, the industry grew by 10 per cent in 1997 and by 8 per cent this year.

Airtours shares closed 7.5p higher at 385p. Analysts maintained full-year forecasts of £133m (£120m) and earnings per share of 22.4p.

COMMENT

CGU

1998 looks like proving a year to have chosen for an insurance merger. It offers a depressed base from which the new CGU can make progress; throw in merger provisions and it conveniently becomes a year to forget.

CGU, like its peers, has seen a pincher attack on general insurance profits. Claims have shot up from unnaturally low levels, and losses have crystallised on business underwritten at dangerously low prices.

CGU's respectable 15 per cent growth in life assurance profits cannot offset this group operating profits could fall by about 30 per cent this year to less than £270m. The good news is that the merger addresses the general insurance problems through cost-cutting and application of General Accident's tighter approach to underwriting. The question is whether a period of internal review in the Anglo-Saxon territories - the UK, North America, Australia and New Zealand - where the merged partners overlap will detract from the continental European growth strategy of Commercial Union. The short-term view is reassuring - a period of expansion is being followed by better scrutiny of the returns. And a German acquisition shows that plans have not been frozen. But further out, serious jostling for position will have to resume on the continent.

Meanwhile faltering equity markets have brought CGU's price down from a demanding level. At 1.5 times net asset value it no longer looks expensive, although bargain hunters may prefer Royal & Sun Alliance.

Selfridges

British Land's timing in buying 3.1 per cent of Selfridges looks impeccable. After the recent share price tumble, Selfridges was capitalised at less than the book value of its property. British Land's attention may not have been sought, but the effect on the shares was surely welcome.

British Land's move does not look aggressive, but it must see scope for a property joint venture with Selfridges. It has a record in such deals. Selfridges may not think it needs any property help. It has plans for a tougher rent review of its hotel, and for converting office space for retail use. Furthermore, it does not need to shift property off balance sheet. Its focus now is implementing its retail strategy. But further out, it may well make sense to delegate property management to a company with greater property expertise.

British Land buys interest in Selfridges

By Norma Cohen and
Peggy Hollinger

British Land, the UK's second largest property company, said yesterday it had acquired a 3.14 per cent stake in Selfridges, the Oxford Street-based retailer recently demerged from Sears.

Selfridges' shares closed 17p higher at 221.5p while British Land shares rose 8p to 56.5p.

Analysts speculated that British Land could be hoping to dash out a bidder for Selfridges, or hoping for a seat at the table if the company

is approached about a sale of its property assets.

Selfridges' chief asset is a 540,000 sq ft site in Oxford Street where smaller shops are paying as much as £500 (£825) per square foot for rental space. Although department stores such as Selfridges typically pay rents which are much lower than that, the site has long been viewed as under-used and prime for redevelopment.

Selfridges' assets include

further 200,000 sq ft of selling space at its Oxford Street site, subject to receipt of financing and planning consents.

John Weston Smith, British Land's finance director, said yesterday the stake was simply "an investment". He declined to be drawn on whether it has any intentions of increasing the stake, or whether it is interested in carrying out property transactions with Selfridges. "We never comment on that," he said. "We will take it as it comes."

Selfridges refused to comment on the British Land

stake. However it is understood the group has not had any bid approaches since it was demerged from Sears in July.

At last night's closing price, Selfridges' market capitalisation was £338.3m, a discount to net assets of

£368.3m. Property developers said the redeveloped assets could be worth more than £400m at current West End rental rates.

British Land has led the industry in establishing joint ventures with retailers to purchase their real estate

assets and lease them back to their original owners. This allows retailers, who typically have little property development expertise, to obtain cash for their real estate assets while sharing in the gains from redevelopment.

Fifth reshuffle for Laura Ashley

By Peggy Hollinger

Laura Ashley, the high street retailer whose English country image fell foul of 1990's fashion, has announced its fifth management reshuffle in seven years.

David Hoare, the company director drafted in last Sep-

tember to take over from Ann Iverson, the chief executive under whom losses spiralled, is to be replaced as chief executive by his deputy, Victoria Egan.

Richard Pennycook, finance director, is also quitting the business as part of a wider reorganisation which will involve a 20 per cent

reduction in 700 head office jobs. He will not be replaced.

Laura Ashley said the job cuts would result in annual savings of £2m.

The company insisted the management changes were planned as part of the second phase of the group's recovery strategy, and that instead of a company doctor

it needed someone in the retail business.

Mr Hoare is expected to return to his financial investment vehicle, Talisman, with a £200,000 payment - equivalent to one year's salary. Mr Pennycook, who joined in March, is expected to leave with substantially less than his year's salary of £160,000.

Weather claims were £28m, £12m higher than last year, because of a string of natural disasters such as the Ontario ice storm and flooding in the UK. Operating earnings per share tumbled to £280m (£462m) from £503m due to severe weather claims and competition in general insurance.

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But Bob Scott, chief executive of the company formed by the merger of Commercial Union and General Accident, said annual cost savings of £270m - up £45m on earlier estimates - would come on stream within two years.

He also reported progress on the integration of the two businesses and a strong performance in life insurance

and savings with life profits up 18 per cent to £286m. The interim dividend is to be increased by 8 per cent to 13.35p.

The merger was completed on June 2 and the six-month results to June 30 largely portray the performance of the two separate businesses.

Mr Scott said it would take 18 months to judge CGU: "We are not making any quick fix decisions."

CGU shares fell 15p yesterday to £10.30p having lost 79p the day before on analysts' forecasts of a sharp drop in profits.

But the market appeared to have confidence in the new management team. "A focus on life insurance and improving earnings quality in the general business is exactly what people want to hear. People trust Bob Scott. It's too early to make a judgement," said Charles Landau at SG Securities.

RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
Airtours	8 mths to June 30	1,773 (1,263)	1.4 (1.1)	0.051	1.25	-	-	5.825
BT	6 mths to June 30+	2,065 (2,220)	36.5 (35)	4	June 4	4	-	5
CGU	Yr to June 30	1,434 (1,249)	270.9 (213.7)	14.5 (10.8)	3.35	Nov 6	3.25	5
CGU	6 mths to June 30+	8,070 (7,597)	424.4 (422.8)	20.8 (16.9)	13.25	Nov 17	12.25	21.5
Games Workshop	Yr to May 31	64.8 (68.4)	11.5 (11.1)	24.1 (22.8)	0.7	Oct 30	5.8	8
Hannigay Proprietary	6 mths to June 30	10,388 (10,598)	1.58 (1.4)	0.73	1.8	Nov 2	0.2	0.43
Leslie Wiss	6 mths to May 31	33.1 (34.8)	1.02 (1.07)	0.21	1.84	Oct 1	1	1.5
Morgan Stanley	6 mths to June 30	195.9 (181.9)	5.05 (3.28)	11.58 (7.12)	2.05	Oct 1	1.67	2.25
Sea Containers	6 mths to June 30	568.7 (529.8)	18.4 (13.4)	1.28 (0.87)	-	-	-	-
Shire Pharma	6 mths to June 30	40.1 (32.2)	5.37 (0.041)	2.41 (0.11)	-	-	-	-
Telent	6 mths to June 30	47.5 (25.3)	1.234 (2.85)	8.41 (2.1)	-	-	-	-
WIC	6 mths to June 30	28.7 (77.7)	1.79 (1.67)	1.83 (10.75)	4.25	Oct 9	3.625	5.2
Westminster Health	Yr to May 31*	145.1 (110.3)	13.66 (11.86)	1.15 (1.17)	4.15	Oct 2	4	6.85
Investment Trusts	NAY (p)	Affiliate earnings (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
Life Offices	6 mths to June 30	114.85 (108.59)	0.041 (0.234)	0.17 (1.06)	-	-	-	-
Thompson Clive	6 mths to June 30	528.5 (428.1)	0.322 (0.306)	1.9 (2.2)	-	-	3.8	-

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. *After adjustment for scrip issue. **Companions restricted. After exceptional charge. ***After exceptional credit. Yen increased capital. □ Total premium income. △ Reduces retained investment gains. ▲ Foreign income dividends. ▲ Gross rental income. ■ UK currency. ▲ Comprises net, ▲ retention and final dividends to be marketed and announced in December.

The United Mexican States Floating Rate

Notes Due 2000

The applicable rate of interest for the period August 12, 1998, through and including February 11, 1999, to be paid on February 12, 1999, a period of 184 days, is 6.3115%. This rate is 131.6% above the offered rate for the Mexican T-bill with a 120-day maturity as of the date of the latest Bankers Association's Interest Settlement Rate 15.7157% as quoted on the Dow Jones/Petraeus Monitor as Telecom Series No. 3750 at 11:00 London Time on August 10, 1998.

The above rate equates to an interest payment of U.S.D. 33,381,944 per USD 1,000.00 in principal amount of Notes.

BT in \$1bn Concert deal

By Christopher Price

British Telecommunications is to pay \$1bn for MCI's 24.9 per cent stake in Concert Communications following the takeover by rival US telecoms operator, WorldCom.

The move will be the final transaction in the lengthy episode which saw the UK telecoms group vying with WorldCom for MCI, only to be trumped by a \$37bn offer from the US company last year. MCI took its stake in Concert services in the US for a further two years as part of the termination agreement.

News of yesterday's transaction had been expected.

The surprise was the price, which was at the higher end of analysts' forecasts.

BT recently announced a \$10bn global venture with AT&T last month will see the two companies pool their international operations in a joint venture. The move will generate an initial turnover of \$10bn and operating profits of \$1bn. It will also handle 25bn minutes of telecoms traffic annually.

CONTRACTS & TENDERS

ARAB REPUBLIC OF EGYPT

MINISTRY OF ELECTRICITY AND ENERGY

EGYPTIAN ELECTRICITY AUTHORITY (EEA)

Privatization of Electricity Companies

Call for Pre-Qualification

No. 96/98

EEA is inviting experienced international and local financial and consulting firms to submit their prequalifications for Consultancy Services in the privatization of Electricity Companies.

This invitation is for the purpose of short listing the firms who can demonstrate extensive experience and capability in providing the Consultancy Services.

The short listed firms will be invited to submit their offers to assist EEA in the valuation of the Electricity Companies, the determination of the fair market share value and the preparation of the information, documentation and marketing plan for offering.

The Request for Pre-Qualification (RFPQ) is available and may be obtained from the following address on the submission of confirmation of the transfer of one hundred US Dollars to EEA ACCOUNT NO. 880/90/14 National Bank of Egypt (Main Branch), Cairo. General Director of Central Purchases, Egyptian Electricity Authority, Abbassia, Cairo - Egypt.

Tel.: 2616537 Fax: 2616512 - 4011630

The Pre-qualification documents of original and five copies should be submitted to the above mentioned address before 12.00 noon on Monday 31

INTERNATIONAL CAPITAL MARKETS

Winds of change blow through Chicago

The CBOT and the CME are finally getting to grips with electronic trading systems, writes Nikki Tait

Pat Arbor, chairman of the Chicago Board of Trade, stepped out of a Washington hearing this week to outline differences in electronic trading systems to reporters. Halfway through the explanation, a wry smile appeared. "Whod have thought a few months ago that I'd have been talking about this?" he said.

Winds of change have been blowing through Chicago's futures industry with renewed force in recent weeks. To say that traders at the two big exchanges - the Board of Trade and Chicago Mercantile Exchange - see a floorless, screen-based trading future ahead of them might be an exaggeration.

But there is a widespread realisation that electronic trading systems will play a significant role in the months and years to come.

"Change is so constant - and the concept of electronic trading, which six months ago was strange, is far more accepted now," says Scott Gordon, CME chairman.

More proactive is CBOT's

plan, announced last week,

to launch electronic trading

of five new agricultural

commodities - sugar, coffee,

cocoa, orange juice and cot-

ton. Regulatory approval is

required and some work will be needed to formalise contract specifications, clearing arrangements and so on.

However, Mr Arbor insists the products have been on CBOT's radar-scan for some time, and that many firms trading them in New York are also members of the Chicago exchange, implying that some business would flow to the Midwest.

Nevertheless, these are also the commodities that dominate the agricultural division of the NYBT, suggesting a degree of retaliation may have featured in CBOT's thinking.

The Chicago Mercantile Exchange has been moving along a similar track. It has brought a small amount of electronic trading to its existing floor, via the "e-mini" equity index contract, which can be traded on screens or by open outcry and a new "turn rate" financial contract.

At both exchanges, however, these moves are only

opening windows. "It is clear that some customers want electronic trading for certain products," says Mr Gordon, although he adds that this "groundswell" does not appear to stretch to agricultural pits.

He sees two objectives: to bring new products to the floor through links with the other exchange, and to get the CME's product range distributed globally. This goal lay behind his recent commitment to members: "The CME is committed to creating a global electronic network through which customers around the world can access selected CME products around the clock."

Similar considerations, and the need to make efficient use of technology spending, also prompted the CME to approach the CBOT about pooling their technology platforms. The CBOT agreed to talk, say people involved, on condition that the discussions encompassed the prospect of a much fuller alliance, or a form of merger.

This is the third year of

the CME's product range

expansion, and the

two exchanges are

now in discussions about

merging, says Mr Gordon.

Mr Arbor points to the CBOT board decision - yet to be approved by members

- to allow certain interest

rate futures to be traded

electronically during the day

alongside the pit-based open

outcry from next month. "We crossed the Rubicon," he says.

The question is no longer when or whether the Chicago exchanges will adopt electronic trading, but how.

In contrast to those of some European exchanges, the decisions have been piecemeal. CBOT's move on bond futures takes effect next month but is essentially a defensive step, driven by the threat of a rival electronic system for Treasury futures being devised by US broker-dealer Cantor Fitzgerald, and the smaller New York Board of Trade.

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COMMODITIES & AGRICULTURE

Sumitomo offers to settle New York suits

By Nikki Tait in Chicago and Kenneth Gooding in London

Sumitomo Corporation, the Japanese trading group, took another big step yesterday towards wiping the slate clean after the copper market fraud committed by Yasuo Hamanaka, its chief trader. It agreed to pay \$9m to settle six class action lawsuits filed in New York.

The proposed arrangement, which is subject to court approval, comes three

months after Sumitomo agreed to pay \$133m to settle claims by market regulators in the US and the UK.

The \$125m fine paid to the US Commodity Futures Trading Commission was the largest civil penalty imposed by any US regulatory agency and the \$8m paid to the UK's Financial Services Authority was also unprecedented.

Sumitomo, which claims Mr Hamanaka's unauthorized trading in the mid-1990s cost it \$2.6m, still faces class

action suits filed in California courts. It said yesterday it was "still negotiating with the Californian parties" and would offer no further comment.

Sumitomo said that, in spite of the proposed settlement of the New York class actions, it vigorously denied the plaintiff's allegations and did not admit any wrongdoing or liability.

The New York class action suits were brought against Sumitomo on behalf of all

parties who traded copper futures or options on Comex, part of the New York Mercantile Exchange, between June 24 1993 and June 15 1996.

A portion of the settlement sum - \$18m - will come from a \$25m restitution fund Sumitomo set up in the US in May, so the net additional cost to the Japanese group is about \$8m. The settlement approval process is likely to take several months.

Sumitomo said the New

York settlement would have "no material impact" on its 1997-98 financial results.

In March, Mr Hamanaka was sentenced by a Tokyo judge to eight years in prison for fraud and forgery.

Sumitomo has filed civil and criminal complaints against Mr Hamanaka, and Kenji Miyahara, president, and said yesterday: "We will continue to seek recovery from anyone who assisted Mr Hamanaka in defrauding the company."

Prices hit by big US crop forecasts

By Nikki Tait in Chicago

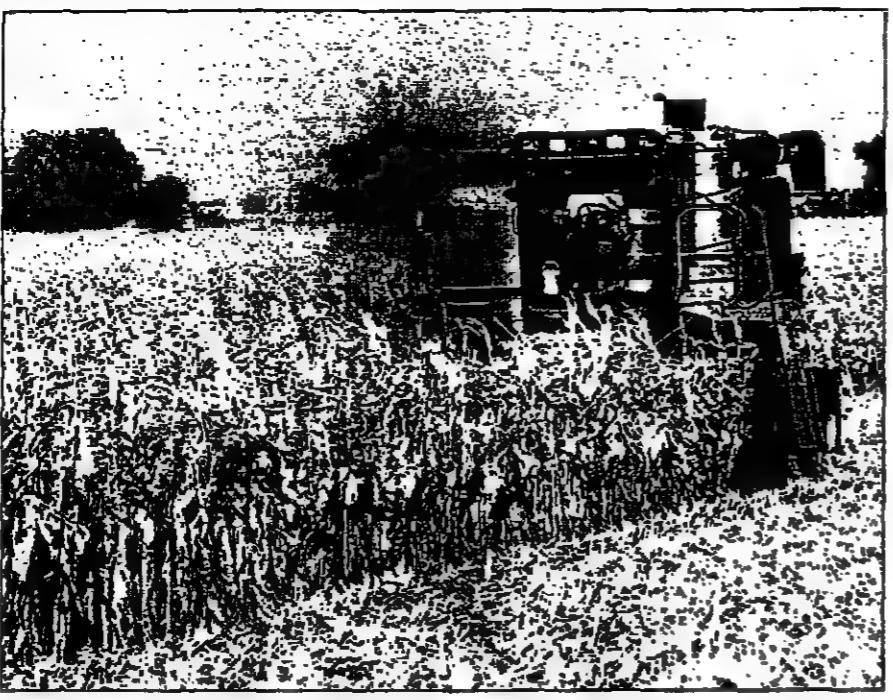
US grain and oilseed prices fell yesterday after the US Department of Agriculture's monthly crop progress report indicated that the nation could expect record soybean production this year, and the second biggest maize crop.

Despite the maverick weather conditions in some parts of the country, USDA forecast soybean production at 2.82bn bushels, a record high. This was virtually unchanged from the previous estimate of 2.82bn bushels, and would beat the 1997-98 production figures, already at high levels, of 2.77bn bushels.

Moreover, many analysts suspect the recent weather conditions in key growing areas of the Midwest, coupled with some fairly benign forecasts, have already made the USDA soybean estimates overly cautious.

"I think it's lower than we'll end up with at the end of the year," suggested Brian Scott, from R.J. O'Brien, at a Chicago Board of Trade briefing yesterday.

Corn - or maize - production, meanwhile, is now esti-



Harvesting maize in Illinois. US production this year is estimated at 8.55bn bushels

Glyn Genia

mated at 9.58bn bushels. This is below the previous forecast of 9.82bn bushels, but up 2 per cent on last year's 9.37bn bushels and 3 per cent higher than in 1996.

Even on the wheat side, where plantings were reduced this year because of low prices, total production is put at 2.55bn bushels, 1 per cent higher than in 1997.

USDA said that while rain early in July added to the problem of saturated fields to the east and south of the corn belt, the weather in the main grain-growing areas had been favourable.

But about 40 per cent of the total acreage is in "very poor to poor" condition.

The USDA report was much as analysts had predicted but did nothing to dispel the bearish sentiment that has hung over grain and oilseed prices, as prospects of strong US production have coincided with a good European harvest.

At midday, the September corn futures contract on the Chicago Board of Trade was 4 cents lower at \$2.10 a bushel. September soybeans were down by almost 9 cents, at \$5.342 a bushel.

Corn - or maize - production, meanwhile, is now esti-

Commodity prices

BASE METALS

LONDON METAL EXCHANGE

(Prices for Amalgamated Metal Trading)

IN ALUMINIUM, 60% PURITY (\$ per tonne)

Cash

PRECIOUS METALS

IN GOLD COMEX (100 Troy Oz, \$/troy oz.)

Sett Day's

price change High Low Vol Int.

Aug 22.3 -0.7 287.0 282.3 724 1,006

Sep 24.6 -1.2 288.4 284.0 977 11,147

Oct 26.0 -1.2 290.3 288.2 77,404 102,000

Nov 28.8 -1.2 291.7 289.0 13,382

Dec 30.3 -1.2 291.7 291.7 11 9,165

Jan 32.4 -1.2 293.3 293.0 108 12,719

Total 28.6 -1.2 293.3 293.0 108 12

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FT MANAGED FUNDS SERVICE

Offshore Insurances and Other Funds

• FT Cylone Unit Test Prices are available over the telephone. Call the FT Cylone Help Desk on 1-800-444-4444, ext. 4444 for details.

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LONDON STOCK EXCHANGE

Ferment of figures leaves FTSE 100 floundering

MARKET REPORT

By Peter John

A big day for data left the London equity market wallowing yesterday.

Punch-drunk from a heavy battering inspired by a tumbling yen and sliding UK business confidence, the FTSE 100 index staggered around with little obvious inspiration yesterday.

Footsie opened up 38 points and hit its high of the day with a rise of 81 to just under 5,500 a couple of minutes later. That followed Tuesday's 112-point fall on

the Dow Jones Industrial Average.

But the index's movements seemed to bear little relation to the flow of news. Footsie suffered an early morning reversal, hitting a low for the day of 5,403.6, down 23.2, despite the latest average earnings figures showing that growth was down to 5 per cent from 5.4 per cent.

Recovery started after a mixed quarterly inflation report from the Bank of England. The Bank admitted its projection for the short-term course of inflation was higher than in its

May report, but it was alive to the threat of recession.

The closing Footsie was both of 5,462.3 was both of "dead cat bounce" according to the bears and "a sign of healthy resilience" if you were one of the bulls.

Richard Jeffrey, the pessimistic Charterhouse strategist, said: "The performance of the market, against a reasonably favourable European backdrop, has been very uncertain and London is showing the potential for further weakness."

He said wage inflation would remain a problem because of the high level of

vacancies and since inflation remained "worrying".

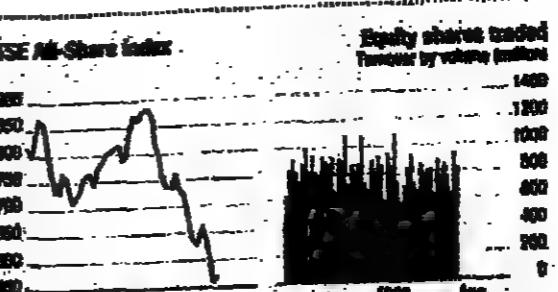
However, one senior sales trader said Tuesday's fall was not backed by genuine selling pressure and yesterday's trading gave cause for hope.

"I am not saying we have seen the worst of it but we are not going down in a straight line and the resistance levels have proved themselves. We bounced decisively off 5,500," he said.

He added that the evidence of directors buying their own company shares, cited by the latest Merrill Lynch survey, was an

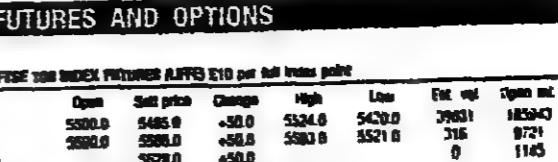
encouraging signal. And he said several fund managers had reacted to the yield ratio - the relationship between bond and equity dividend yields and a key pointer to asset allocation decisions. The ratio fell to its lowest level for 36 years because recent rises in gilt prices had coincided with sharp falls in equities.

Historically, institutions have tended to buy when the ratio falls below 2 although the equation has been skewed by the removal of dividend tax credits in last year's Budget. Elsewhere in the market,

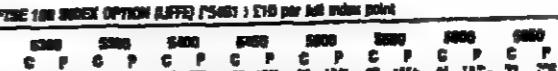


Indices and ratios	Open	High	Low	Close	Chg	Vol.	Turnover
FTSE 100	5462.2	5394	5370	5345	-17.3	21,74	77,75
FTSE 250	5213.7	5114	5102	5075	-38.0	42,62	102,42
FTSE 350	2650.0	2512.8	2495.0	2450.0	-55.0	5,85	12,85
FTSE All-Share	2589.5	2519.0	2502.0	2477.0	-12.5	1,80	3,80
FTSE All-Share yield	3.81	3.11	3.07	3.02	-0.09	0	0

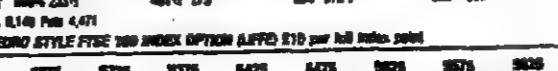
Best performing sectors	1	2	3	4	5
1. On Exports & Prod	-0.2	-	-	-	-
2. Distribution	-0.1	-	-	-	-
3. Electronics & Tech Equip	-0.1	-	-	-	-
4. Retailers Food	-0.1	-	-	-	-
5. Insurance	-0.1	-	-	-	-



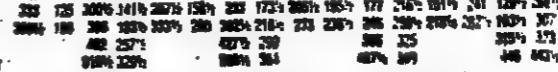
Open	High	Low	Close	Chg	Vol.	Turnover
5500.0	5320.0	5240.0	5080.0	-1620.0	1650.0	10,75
5360.0	5280.0	5200.0	5120.0	-140.0	9	975
5280.0	5150.0	5080.0	5000.0	-180.0	1,145	1145



Open	High	Low	Close	Chg	Vol.	Turnover
5200.0	5150.0	5100.0	5080.0	-120.0	1038	1040
5150.0	5100.0	5080.0	5050.0	-30.0	1038	1040
5080.0	5050.0	5020.0	5000.0	-30.0	1038	1040



Open	High	Low	Close	Chg	Vol.	Turnover
5200.0	5150.0	5100.0	5080.0	-120.0	1038	1040
5150.0	5100.0	5080.0	5050.0	-30.0	1038	1040
5080.0	5050.0	5020.0	5000.0	-30.0	1038	1040



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5080.0	5050.0	5020.0	5000.0	-30.0	1038	1040



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GLOBAL EQUITY MARKETS

THE NASDAQ STOCK MARKET

THE NASDAQ STOCK MARKET

EASDAQ

STOCK MARKETS

Yen recovery brings relief to investors

WORLD OVERVIEW

Investors finally achieved some relief from the heavy losses experienced in the first two days of the week as stock markets stabilised yesterday, writes Philip Coggan.

The key to the change in sentiment was the Japanese yen which recovered from the eight-year low recorded on Tuesday after some more aggressive noises on intervention from officials. The yen was around Y146 to the

dollar during late European trading.

Global stock markets took some heart from this, as they did from the late rebound on Wall Street on Tuesday. The Dow Jones Industrial Average recovered from a 250-point deficit at lunchtime to close 112 points adrift, and continued the trend with an opening 60-point gain yesterday.

Asian markets mostly continued their losing streak, although Hong Kong man-

aged a gain of more than 1 per cent and Manila was the only market to show really heavy losses.

Europe, battered on both sides by the US and Asia in recent weeks, took a much more positive stance. Many of the continent's bourses jumped 2-3 per cent, reversing a good chunk of the previous day's declines.

"Among the world's major regions, continental Europe stands out as the most insulated from the

crisis in Asia," according to Schroder Economics. "Europe will not be immune from a global slowdown but in our view this means growth will moderate to 2.5 per cent next year from an expected rate of 2.8 per cent next year. Not spectacular, but still worth a premium in a world where growth is a scarce commodity."

A clue to the recent weakness in stock markets comes from IBES International, the information group, which found that at the end of July the world forward price-earnings ratio was 22, the highest figure recorded since the company started compiling data in 1987.

Twelve-month forward earnings expectations advanced in all G7 nations in July, except the UK and Japan. Projected world earnings growth over 12 months was 31 per cent, or 25 per cent if Japan is excluded.

Such aggressive growth forecasts, allied to high rat-

ings, meant that the markets were very vulnerable to any hint of bad news.

Since the European and US markets peaked in mid-July, the countries which have fared worse in the correction are, predictably, emerging markets: Thailand, Malaysia, Mexico, the Philippines and Brazil. Smaller European markets have done best - Greece, Belgium, Austria and Ireland, where losses have been kept in single-digit percentage terms.

EMERGING MARKET FOCUS

Cold comfort for Philippines

Philippines

Stock Composite

2000

1800

1600

1400

1200

1000

800

600

400

200

0

Jan Feb Mar Apr May June July Aug

Source: Commodity Research

Since the Asian crisis began, the Philippines has taken comfort from the received wisdom that the country is in much better shape than its beleaguered neighbours.

That may be true, but economic fundamentals count for a lot less than sentiment these days and comfort is a scarce commodity.

Yesterday, the bloodbath in Manila continued, with the composite index sliding 8 per cent in intra-day trading before closing down 4.8 per cent at 1,307.30, a fresh 56-month low.

Having motored ahead in the first quarter - at one point it soared 50 per cent from its January low - the index now languishes 29 per cent down on the year. That still leaves Manila outperforming many regional bourses down to the levels of the late 1990s.

Helen Alvarez, head of research at All Asia Capital and Trust Corporation, a local investment house, believes the market is beginning to look like a buy at these levels - 85 per cent of the most actively traded shares are trading at below book value and the market is on a multiple of 10 times 1998 earnings.

Like many analysts, Ms Alvarez also highlights the relative strength of the financial system. "And the fact that banks have contracted their loan portfolio so sharply is raising concern about the credit situation for many companies in the second half of the year."

Other banking stocks were also higher, with Santander up Pta75 to Pta87.40, and Argentaria Pta30 to Pta3.70.

Acesa gained Pta20 to Pta21.35 after the company said it planned to participate in the privatisation of the state-owned share of the populist former movie star.

"There's now the realisation that the worst is still in front of us and this is what the market is rapidly discounting," says Lorenzo Lichauco, head of HSBC Securities in Manila.

The brokerage has just downgraded its forecast for gross domestic product growth from plus 0.5 per cent to minus 0.5 per cent this year, and from 3 per cent to minus 1 per cent in 1999.

First-half results of local corporates were mixed in the extremes. Telecoms giant PLDT turned in 58 per cent earnings growth while at San Miguel, the food and brewing leader, net profits fell 75 per cent.

"Results in general were probably disappointing for the market," says Alex Marozzi.

Justin Marozzi

Dow rallies as techs set strong pace

AMERICAS

Aided by the improved yen, calm returned to Wall Street and in early trading technology shares provided a firm lead, writes John Lohar in New York.

"For just one passing day there looks to be a little bit of stability in the world," said Hugh Johnson, chief investment officer at First Albany.

"Today is a follow-through from Tuesday's late recovery, with a lot of portfolio managers looking at stocks trading at attractive levels," he said.

By early afternoon the Dow Jones Industrial Average was 78.27 higher at 8,611.12, while the Standard & Poor's 500 index rose 12.48 to 1,061.45.

But just as Tuesday's sell-off was felt hardest by high-tech and small-company shares, those sectors gained the most ground in early trading yesterday.

The Nasdaq composite surged 30.61, a gain of 1.7 per cent, to 1,823.31. The Russell 2000 of small-cap stocks rebounded sharply, gaining 7.26 at 407.96.

For a second day, energy shares grabbed the headlines. Shares of MidAmerican Energy soared more than 27 per cent to \$25.4 on CalEnergy's acquisition of the company. CalEnergy shares shot up 6.5 per cent or 1% to \$28.4.

Amoco also continued to gain ground, a day after the announcement it was being taken over by BP. Amoco's shares were up another \$1.4 to \$49.4.

In the Dow, Hewlett-Packard rose \$1.4 to \$51 after CS First Boston began

coverage with a "buy" rating. Sears Roebuck also climbed, up \$1.2 to \$47.1. Travelers rose 5% to \$55.6 after the company said it would add \$1bn to its stock buy-back plan.

Semiconductor shares were up sharply, led by Micro Technology which gained 5% to \$34.4. In the internet sector, GeoCities surged more than 22 per cent or \$8.2 to \$45.4 a day after its initial public offering.

But Adobe Systems, the desktop software producer, tumbled 14 per cent or \$4.4 to \$26.6 after the company lowered expectations for its third-quarter results.

US Treasuries fell back on the second of three daily auctions. The benchmark 30-year bond was down 4% at 105.8, yielding 5.85 per cent.

TORONTO was helped by a rally in the Canadian dollar and the 300 composite index gained 15.88 or 2.4 per cent to 645.50.

PARIS ended at its high for the session with the CAC 40 index up 9.72 at 3,945.70 on what dealers described as "modest bargain-hunting".

Software leader Cap Gemini provided the day's main talking point, surging 8.4 per cent or FF7.72 to FF82.65 on combination of stories.

A takeover bid was said to be imminent and there was also talk of "safe haven" buying. But the main upward drive looked to come from speculation that Cap Gemini was set to push into Germany, Europe's biggest IT market, by buying the information technology activities of Siemens.

Elsewhere, an upgrade from Lehman Brothers to outperform sent France Telecom up FF16.40 at FF14.10. Solid first-half sales figures got behind Lagardere, which gained FF7.90 to FF240.90. Saint Gobain rose FF4.64 or 5.7 per cent to FF89.4.

AMSTERDAM made good roughly half the decline of the two previous sessions with the AEX index gaining 24.82 to 1,149.30 in spite of further weakness at market

close. UBS gained SF14 to SF15.65 and Credit Suisse added SF16.50 to SF16.80.

INDONESIA closed higher on technical buying following Tuesday's decline. Blue chips recovered across the board and the SMI index closed up 15.60 or 2 per cent to 7,507.5.

UBS gained SF14 to SF15.65 and Credit Suisse added SF16.50 to SF16.80.

Options-related buying provided underlying support, while speculation that the banks may soon settle claims from Holocaust victims also prompted buying.

SGS, the inspection group, shed SF14 to SF17.75. The company has been under pressure since its profit warning last week. CSFB has since downgraded the stock to "hold" from "buy".

ABE advanced SF164 to SF17.963 with investors shrugging off reports of a reorganisation. Drug group Roche rose SF210 to SF15.300 while Novartis added SF25 to SF2.413.

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Korea Electric Power closed down Won400 or 2.4 per cent at Won16,100. Samsung Electronics also suffered from overseas selling, losing Won500 or 1.5 per cent to Won1,550.

Banks were also lower with Korea First Bank losing Won200 or 12 per cent to Won1,645 while Seoulbank declined Won200 or 12 per cent to Won1,480.

The ringgit rallied in the foreign exchanges, but share market volume remained weak and foreign investors were said to have stayed net sellers. Telekom rose 35 cents to M\$6.45.

Motors continued to slide. Autoindustries shed 29 cents to M\$1.68 and EON 38 cents to M\$1.92.

WELLINGTON fell to within 16 points of its low for the year following disappointing results from Fletcher Group and a down-beat annual meeting at Carter Harvey Holt.

The 40 capital index ended off 40.88 or 2.1 per cent at 1,952.39. Fletcher Energy fell 25 cents to NZ\$4.18 and Carter 18 cents to NZ\$1.75.

SHANGHAI was also depressed by weak corporate profits and the hard currency B index closed at a record low. The benchmark fell 0.94 or 3.5 per cent to 26.25.

Domestic and foreign investors sold Zhejiang Southeast Electric Power, which fell 0.02 or 7.2 per cent at \$0.154, while Lujiazui Finance and Trade Zone Development retreated \$0.012 or 3.5 per cent to \$0.332.

ing Moody's confirmation of its Ba3 rating, one notch above junk bond status.

Nippon Telephone and Telegraph fell 4.4 per cent to Y1,120,000 after the government said it would sell some of its shares in the group.

The Topix index of all first-section shares lost 6.88 to 1,180. In Osaka, the OSE shed 75.08 at 16,463.5.

HONG KONG rallied, with a better day for the yen and softening local money markets spurring bargain-hunting.

The Hang Seng index, which hit a five-year low on Tuesday, ended 79.53 or 1.2 per cent higher at 6,859.48 although volume remained modest at HK\$5.55bn.

General Sekiyu, which is 48 per cent owned by US oil giant Exxon, tumbled 3.8 per cent to Y103 after Moody's rated the company's debt at Ba3 because of difficult conditions in the domestic oil market.

Japan Energy lost 4.35 per cent to close at Y132 following

Bargain-hunters boost Dax

EUROPE

A wave of bargain-hunting allowed FRANKFURT to rally strongly from Tuesday's three-month low for German equities.

By the close of electronic trading the Xtra Dax index was up 101.16 at 5,368.94. The day's high point for the benchmark was 5,255.98.

SAP provided the day's best turn of speed with the software group's shares rising DM97.10 or 3.8 per cent to reverse all the previous session's decline.

Dresdner Bank, which remained silent in response to speculation it planned to buy US broker PaineWebber, rose DM1.25 to DM94.30.

Chemical group Henkel was well dealt, improving DM5.81 to DM16.2 and there was good activity in Karlsruhe, which ended DM41.30 higher at DM31.50 after a press report suggested that a pooling of big shareholder stakes in the retailer could lead to a change of control.

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